

Austria	86,000	Indonesia	87,100	Poland	88,000
Bahrain	88,000	Iraq	89,000	Philippines	90,000
Banladesh	90,000	Iran	91,000	Portugal	92,000
Barbados	92,000	Lebanon	93,000	Portugal	94,000
Bulgaria	94,000	Croatia	95,000	Portugal	96,000
Cyprus	96,000	Italy	97,000	Portugal	98,000
Czech	98,000	Jordan	100,000	Portugal	102,000
Denmark	100,000	Korea, Rep.	102,000	Portugal	104,000
Egypt	102,000	Korea, South	104,000	Portugal	106,000
Finland	104,000	Latvia	106,000	Portugal	108,000
France	106,000	Lithuania	108,000	Portugal	110,000
Germany	108,000	Malta	110,000	Portugal	112,000
Greece	110,000	Macedonia	112,000	Portugal	114,000
Hungary	112,000	Denmark	114,000	Portugal	116,000
Iceland	114,000	Finland	116,000	Portugal	118,000
India	116,000	Germany	118,000	Portugal	120,000

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World News

Business Summary

Last of the US hostages expected to go free today

Terry Anderson, the longest-held hostage in Lebanon, will be freed today, a US fundamentalist source said soon after another American, Alan Steen, was freed in Beirut following 1,773 days in captivity. Freedom for Anderson would begin the final chapter in the seven-year hostage drama. Two German aid workers are still held. Page 18

Kohl minister quits

The scandals surrounding Germany's espionage agencies claimed their most eminent victim with the resignation of Lutz Stavenhagen, Chancellor Helmut Kohl's minister directly responsible for the security services. Page 3

Sterling's future



"In a decade's time, the British will wake up to the fact that any importance of sterling will have evaporated. Either the Euro will be equal in importance to the dollar, or, even worse for the British, the D-Mark will have become by far the dominant currency in Europe." In today's FT, former west German Chancellor Helmut Schmidt gives his personal view of the tough questions waiting at Maastricht. Page 17

Vance in Osijek

United Nations envoy Cyrus Vance toured the Croatian frontline town of Osijek and said he saw evidence of ceasefire violations by the Yugoslav army. Page 2

Neo-Nazis raided

German police seized weapons in more than 100 raids on the homes of neo-Nazis in 22 cities. It was part of a crackdown on violence against foreigners. Page 18

Japan backs UN role

Japan's lower house of parliament passed a bill that would authorise the first dispatch of ground troops abroad since the Second World War. They would serve in UN-sanctioned actions. Page 5

Moscow talks date

The US and the Soviet Union sought to maintain the pace of the Middle East peace process by announcing that the third stage of negotiations would open in Moscow at the end of January. Page 4

Europe fights crime

The EC is to set up a European police organisation, called Europol, to exchange information on drug trafficking and cross-border crime. Page 3

Boutros Ghali appointed

Egypt's deputy premier Boutros Boutros Ghali was formally appointed by the UN General Assembly to be secretary-general for a five-year term beginning in January. Page 4

Togo premier seized

Togo's prime minister Joseph Koffiogah was captured in a bloody attack on his residence by renegade soldiers. Page 4

Magistrates strike

Italian magistrates staged a one-day strike to protest at what they see as political interference by President Francesco Cossiga. Page 2

Khmer Rouge pledge

Khmer Rouge leader Khuon Samphan, who was attacked by an angry mob and thrown out of Phnom Penh last week, is to return to the Cambodian capital. Page 5

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## EUROPEAN NEWS

Dutch presidency rules out vote before end of year on 48-hour week and Sunday day of rest

## EC working time directive shelved

By Andrew Hill in Brussels

THE controversial EC working time directive was yesterday consigned to legislative limbo by social affairs ministers, at least until their next meeting in the New Year, and possibly until 1993.

The Dutch presidency of the EC began yesterday's meeting by announcing there would be no vote on the measure, which would restrict employees to a 48-hour maximum working week, and enshrine Sunday as the day of rest "in principle". A number of ministers - led

by Mr Michael Howard, the British employment secretary - unearthed their old objections to the directive: objections which the Dutch have tried to bury in a series of working groups and bilateral ministerial meetings over the last three weeks.

However, Mr Howard also appeared more conciliatory on the principle of the directive than he has done before. He said: "The task now is to ensure that the text does not impose crippling costs and

inflexibilities, particularly by way of provisions on the 48 hour week." That is the first time he has appeared ready to accept the directive albeit in different form.

The debate - the first on this measure at ministerial level - was also characterised by another clash between Mr Howard and Ms Vasso Papandreou, the EC social affairs commissioner, who castigated him for ignoring the views of trade unions on working time. Mr Howard said afterwards:

"It's clear that we are some considerable way from a position in which sufficient agreement can be reached to enable a vote to be taken."

The deferral could hold up serious discussion of the measure until 1993.

The Dutch - acutely aware of British sensitivities on social policy ahead of next week's summit - yesterday ruled out another ministerial meeting before the end of the year.

Had ministers rallied against Britain, Mr Howard could have

been overruled because the directive has been tabled as a health and safety measure, which requires only a qualified majority in order to be approved.

That is one of Britain's principal objections to the directive. Mr Howard suggested yesterday that the directive could be altered to include a clause obliging employers to carry out an assessment of the health and safety of workers who they believed were at risk from working excessive hours.

## American businesses fear social legislation

By David Goodhart, Labour Editor

GOVERNMENT and business in the US are being complacent about the effects of the EC's social dimension on American business in Europe, according to a group run by Mr Bill Brock, the former US trade representative.

The Brock Group report says that while some aspects of EC-wide social legislation are inevitable, and even welcome, American businesses in Europe "view with concern" new legislative proposals in key areas, particularly worker participation, organisation of working time and part-time work.

The report also expresses the anxiety that measures granted to employees in Europe - such as works councils for consultation - may be difficult to resist at home. Further, the EC Social Charter may emerge as the model for a North American Social Charter in the negotiations over a North American Free Trade Agreement.

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Ukraine's premier, Mr Vitold Fokin, at a meeting in Moscow yesterday on the Soviet economy.

## Four paragraphs speak volumes for US Soviet policy

By Lionel Barber in Washington

THERE WAS no official announcement, no ringing declaration, no historic moment of tribute, but this week marked the start of a new US policy toward the former Soviet Union and the end of President George Bush's long and largely fruitful relationship with President Mikhail Gorbachev.

If there was a clue to the shift in Washington's position, it came during the regular morning White House briefing on Monday, shortly after the news that Ukrainians had voted by a nine-to-one majority in favour of independence.

The White House welcomed the free and fair vote as a "striking testimony to the will for liberty" and announced that Mr James Baker, US secretary of state, would visit Ukraine later this month.

Among several issues, Mr Baker would discuss the future of nuclear weapons on Ukrainian soil.

President Gorbachev and his

hopes of preserving some form of economic union merited a single sentence in the four paragraph statement.

During his visit, Mr Baker will hold talks with Mr Gorbachev in Moscow, but the new focus of US policy will be on the relationship between the republics as independent power centres - not, as in the past, the relationship between the republics and the central authorities in Moscow.

The critical relationship is between Russia and Ukraine, both nuclear powers. The administration still believes its influence to shape future events is marginal, but by using diplomatic pressure and, perhaps, holding out the prospect of dumper Gorby."

In fact, nothing much needs to be said or done in Washington, because the shift in power is taking place with accelerating speed in Moscow. The Ukraine vote and Russia's assumption of the Soviet payroll removes any lingering doubts about the dissolution of the centre, said one US official.

However, the disintegration of the central authority and the union still poses tricky questions for the US. For example, what will become of the Soviet permanent seat at the UN Security Council?

## Yugoslav army lifts blockade of some ports

By Laura Silber in Belgrade

MR Cyrus Vance, the UN special envoy, yesterday visited Osijek, besieged capital of eastern Croatia, as the federal army lifted its blockades of some Croatian ports.

Tanjug, the Yugoslav news agency, said the army had lifted all blockades, except for Dubrovnik, the medieval port under siege for 68 days.

The army's lifting of the naval blockades, Croatia's lifting of its blockades on federal army barracks in the republic, and the army's withdrawal from Croatia, are the main elements to the latest ceasefire, the 14th, but the first to be brokered by the UN.

However, the continuing fighting between Croats and the army and Serb paramilitaries in the area could jeopardise attempts by the UN to send a peace-keeping force to Croatia.

Croatian radio yesterday

reported overnight attacks on Ljivci Stesanci, a village 18 miles south of Zagreb, the Croatian capital. It said Serb fighters shelled Podravsko Statina, near Croatia's border with Hungary.

Mr Vance's visit to Osijek, which had a peace-time population of 150,000, of which two-thirds are Serb, is intended as a warning to the Serb-dominated army that the international community will not allow Osijek to share the fate of Vukovar, 20 miles to south, which was destroyed by the army and Serb paramilitaries.

Mr Branko Kostic, the vice-president of the rump (Serb-controlled) federal presidency, said yesterday practically all territories where Serbs live in the majority had been liberated, and they did not intend to take Croatian cities like Osijek and Vinkovci.

## Magistrates strike in protest at Cossiga

By Robert Graham in Rome

ITALIAN magistrates yesterday staged a one-day strike to protest at what they see as political interference by President Francesco Cossiga.

It was the first time the judiciary had organised a strike against an Italian head of state and the stoppage came despite an appeal to all the country's 6,200 magistrates. Only emergency services operated in a limited number of courts.

The magistrates announced their intention to strike after a row over President Cossiga's role as the nation's chief judicial magistrate. Mr Cossiga had

sought to use his powers as head of the superior magistrates' council (CSM) the magistrates' governing body, to determine the timing and agenda of their meetings.

Mr Cossiga has claimed that young leftist magistrates have carried out politically-motivated investigations.

• Italy's annual inflation rate edged up to 6.2 per cent in November after falling in four consecutive months from a high of 6.9 per cent in June. The government has predicted it will end the year with an annual rate of 6.2 per cent.

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## Brussels backs TNT courier joint venture

THE European Commission yesterday confirmed its approval of a joint venture between TNT, the Australian-based transportation company, and GD Net, representing the national post offices of Sweden, Germany, France, the Netherlands and Canada. AP reports from Brussels.

The Commission said initially it was concerned that the venture to form an international courier and express-parcel business could have led to a dominant position in the Community. But it cleared the agreement after the parties agreed to amendments.

The venture will be the third biggest international express business in the world and the second largest in the EC.

The Commission said it was concerned that the venture could benefit from privileges given only to postal administrations, which would give it a competitive advantage.

But it said amendments to the agreement meant the venture would compete on an equal footing.

The Commission's main worry was the five-year exclusive access for the joint ven-

ture company to all postal outlets of the five post offices. That "would have provided the company with access to a commercially attractive group of customers" which would become available to other private operators only by establishing a separate network, it was said.

The companies agreed to reduce the period to two years following the transfer of the post offices' international express operations to the joint venture. They also agreed the scope of the exclusivity would cover only outlets currently providing international express operations, the Commission said.

To help maintain fair competition, the post offices agreed that subcontracted services such as pick-up, delivery and sales would be available to competitors on the same terms as the joint venture.

The Commission also said the parties agreed that the joint venture would not benefit from legal privileges granted to postal administrations, including VAT and customs exemptions and special provisions for air and road operations.

## NEC delays computer factory in Germany

By Christopher Parkes in Bonn

PLANS by NEC, the Japanese electronics and communications group, to build a European personal computer factory in Germany have been delayed because of marketing mistakes and poor market conditions, the company said yesterday.

Although the favoured location was still München-Garching in Bavaria, a decision on when to build would not now be made before spring 1993, according to Mr Oskar Waid, vice-president of NEC Deutschland.

The go-ahead for a plant employing up to 500 people had been expected next year. The company, the leading PC-maker in Japan, had not yet achieved its initial aim of building its continental market bridge-head in Germany.

Machines introduced last spring were too expensive, the trade had been reluctant to take them up, and NEC had underestimated the existing competition, Mr Waid said.

Average German market prices for PCs had fallen 40 per cent this year, he claimed. NEC, meanwhile, had sold fewer than half its annual target of about 40,000 computers, currently manufactured in Hong Kong and Japan.

Price reductions and company reorganisation in August had produced a sharp increase in orders, and resulted lately in delivery problems.

Monthly sales had risen to between 2,000 and 3,000 machines, and were expected to double in 1992.

Even so, NEC Deutschland expected only a modest increase in turnover in the current 1991/92 financial year, Mr Waid added. Around two-thirds of total 1990/91 sales of DM801m (£281m) compared with DM752m for the previous year, came from printers and monitors.

Market development plans include the introduction next spring of new products, among them lap-top and note-book computers, followed in 1993 by mobile telephones.

• BASF Magnetics, a leading recording tape-maker, and a subsidiary of the BASF chemicals group, is to reduce its German workforce next year by 950. One of its three German factories will close.

The company, which employs 3,600, and also manufactures in France, the US and Indonesia, expects a loss during the current year of at least DM100m on sales of DM1.5bn.

## Europe plans action on cross-border crime

By Ronald van de Krol in The Hague

THE European Community is to set up a European police organisation, called Europol, to exchange information on drug trafficking and cross-border crime.

EC ministers responsible for interior and security policy, meeting in The Hague, said Europol would co-ordinate information on other types of organised crime, such as money laundering. Its immediate task will be cross-border drug-related crime.

## Bonn spy scandals claim top victim

By Quentin Peel in Bonn

THE rumbling scandals surrounding Germany's espionage agencies yesterday claimed their most eminent victim, with the resignation of Mr Lutz Stavenhagen, Chancellor Helmut Kohl's minister directly responsible for the security services.

His demise immediately sparked opposition calls for Mr Gerhard Stoltenberg, the defence minister, to resign for his part in secret deliveries of former East German arms and equipment to Israel.

Last night the government was trying to control any knock-on effect from the scandals, which have been exposed in the chaos and confusion following Germany's unification, and the publication of quantities of files from the former East German secret service.

The accusations against both Mr Stavenhagen, a rising star in the government, and Mr Stoltenberg, one of the most senior figures in the Christian Democratic Union, are not so much that they did wrong as that they denied knowledge of activities they should have known about.

Mr Stavenhagen, a minister in the chancellor's office, has been under attack for months over his involvement in the case of Mr Alexander Schach-Goldowski, the former East German currency dealer and fixer, who turned out to be under the protection of the west German espionage agency, the Bundesnachrichtendienst (BND), when he fled the country with a western passport.

The minister first denied any knowledge of the case; then the former head of the BND insisted that he had been told; and finally, last week, the Chancellor's office confirmed he had failed to read the letter he was sent on the subject.

The affair of the arms supplies to Israel, exposed when the Hamburg harbour police found Soviet tanks inside crates labelled as agricultural equipment, simply came as the final straw for Mr Stavenhagen. He pleaded ignorance once again, and was clearly found wanting when it was revealed that the BND was the organisation most concerned.

Mr Stoltenberg must appear today before a parliamentary investigation committee to answer for the involvement of the military in the "technical co-operation" exercise with Israel, in which 14 previous secret shipments are now admitted to have taken place.

They included air-to-air missiles, anti-aircraft systems, and assorted Soviet-made military vehicles.

Maastricht decisions vital to decision on EC membership, says prime minister

## Finland keeps close watch on the summit

By John Burton

THE DECISIONS taken at next week's Maastricht summit will have important implications not only for European Community members but also for those countries wondering whether to apply to join the club. Among the latter is Finland, whose prime minister, Mr Esko Aho, has reservations about closer EC integration, but is considering membership for his country for fear that it might appear "a second-class member of Europe".

Mr Aho, in a wide-ranging discussion yesterday in London with FT editors, said: "The results of Maastricht are essential for our evaluation of the EC. We want to see what kind of union the EC will become."

Finland's main concern is that the summit decisions should leave "certain room for national decisions" when it decides to apply to join the EC. Still sensitive about its relations with the rapidly disintegrating Soviet Union, Finland is seeking flexibility for independent decisions in the areas of foreign policy and national security, as well as in some economic areas, including industry and agriculture.

Mr Aho does not expect its neutrality to be an insurmountable problem, in that

neutral Ireland is already a

member and Sweden and Austria, both neutral, are also seeking membership.

But "Finland is in many ways a different country from the rest of Europe," said Mr Aho. "Our geographical position makes our problems different from western Europe, so the mechanism that the EC has for regional policy, for example, does not apply to our needs. We need to have a certain room for independent decisions in order to take into consideration those special features of our economy and society."

In Mr Aho's view, Finland has already achieved many of its economic goals in a single-market Europe through the European Economic Area (EEA) agreement recently concluded between the European Free Trade Association, of which Finland is a member, and the EC.

"The EEA agreement means for us economic membership in the EC. It accounts for 85 per cent of the economic benefits that full EC membership would give. But we are discussing EC membership because we don't want to have the image of being a second-class member of Europe." Such an impression could "discourage foreign investment in Finland."

A decision on the issue is

probable early next year. "If we decide to join, we want to be in the first wave of enlargement," Mr Aho said.

The prime minister, who had talks with Mr John Major, his UK opposite number, when he was in London, believes his country could become a key transit point for western aid to the Soviet Union this winter, thanks to its rail connections with its big eastern neighbour. Finland is hoping to help stabilise the situation in Russia and to foster closer economic links with areas on its borders, including the St Petersburg region, Karelia and Murmansk, as well as the independent Baltic states.

Finland aid is focusing on the Baltic states, particularly Estonia, with assistance being provided in the areas of environment, communications and education. "We are concentrating on the Baltics because we want to avoid them being shut off to both the Soviet and western markets," he said.

Finland's position in Europe will change from being a remote country to becoming a gateway to the Baltic if the Soviet Union solves its problems."

But Finland is also wrestling with its own economic problems: the country is in its worst recession since the Second World War.

The government last week

succeeded in persuading the unions to agree a pay freeze next year and the year after. Agreement was reached after

the markka was devalued by 12.3 per cent through its temporary suspension from its link with the Ecu. "This will be the last devaluation of the markka," promised Mr Aho.

## Papandreou corruption conviction sought

By Kerin Hope in Athens

THE senior prosecutor of a special court trying former Greek Prime Minister Andreas Papandreou for alleged corruption in office yesterday asked for a conviction on one charge and an acquittal on two others.

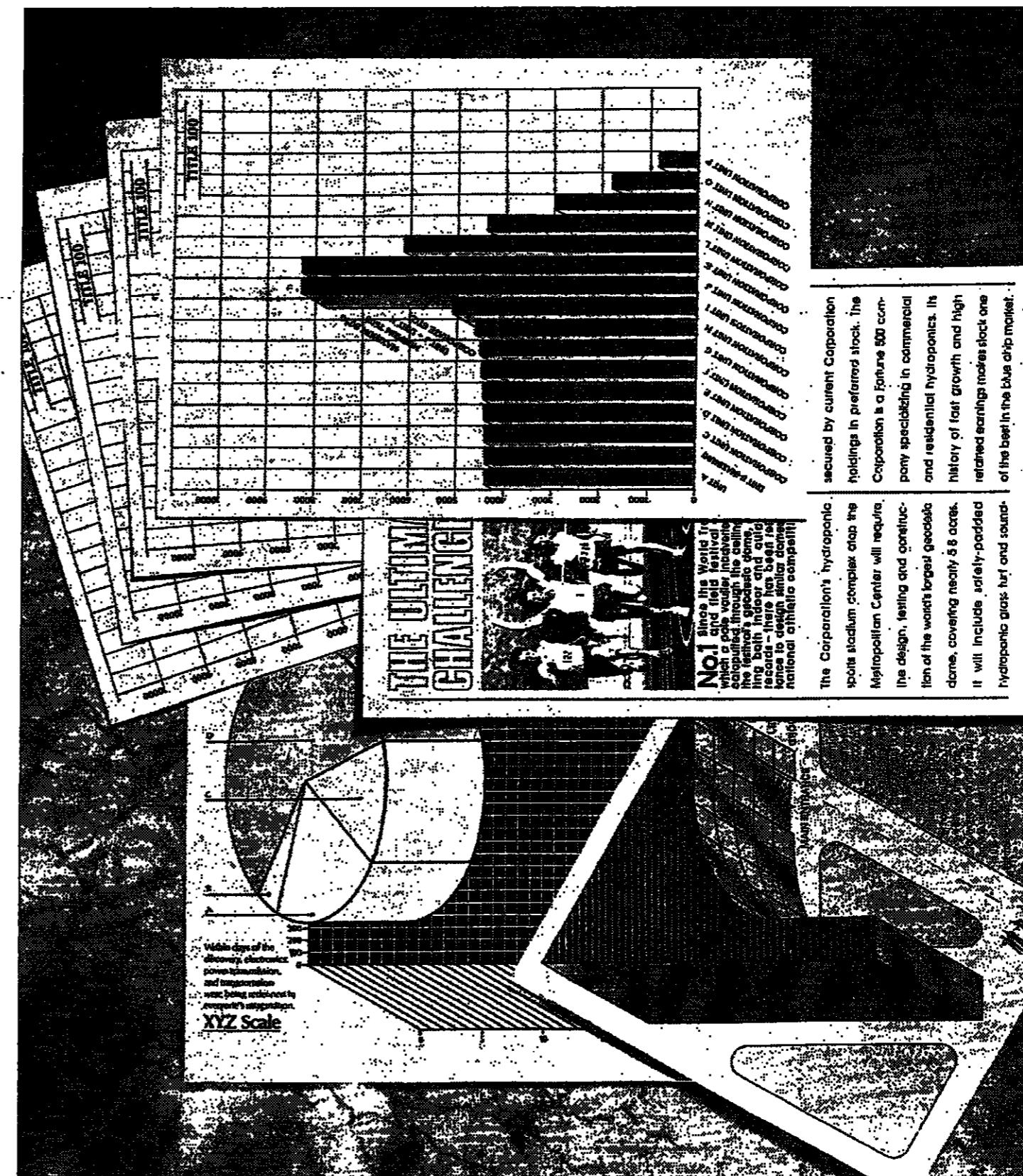
Mr Nikos Katsaros, a conservative parliamentarian, said Mr Papandreou had induced directors of state-owned corporations to deposit public funds at the Bank of Crete in 1988, knowing that the bank faced a liquidity crisis.

The bank's ex-owner, Mr George Koskotas, has admitted embezzling funds, claiming Mr Papandreou blackmailed him into bankrolling the ruling Socialist party. The prosecutor said Mr Papandreou should be acquitted on two other charges: accepting a bribe from Mr Koskotas and assisting an Athens hotelier to secure an illegal debt settlement.

Mr Papandreou, who has boycotted the hearings, says the trial is the result of a political conspiracy against him. The two other prosecutors, a conservative and a left-wing deputy, will make their recommendations before the 12-member tribunal of senior judges considers its decision.



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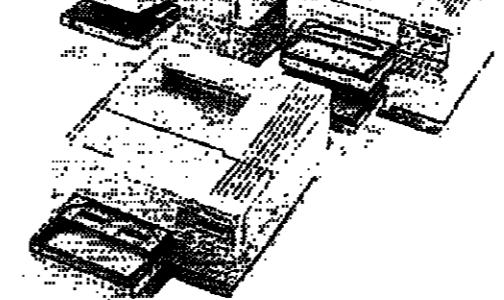
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## INTERNATIONAL NEWS

## Shamir defiant as further talks set for Moscow

By Hugh Carnegy in Jerusalem and Roger Matthews in Washington

The US and the Soviet Union sought to maintain the pace of the Middle East peace process yesterday by announcing that the third stage of negotiations dealing with wider regional issues would open in Moscow at foreign minister level at the end of January.

The announcement came on the eve of scheduled bilateral talks between Israel and three Arab delegations in Washington which Israel has said it will not attend.

Mr Yitzhak Shamir, Israel's prime minister, yesterday adopted a defiant stance, proclaiming a government decision to set up a new Jewish settlement in the West Bank and determination to hold on to the occupied territories.

Playing down the row prompted by Jerusalem's decision not to attend today's talks with Syrian, Lebanese and joint Jordanian/Palestinian delegations, Mr Shamir said Israeli representatives would be ready to start next Monday instead, as the government had earlier decided. "The peace process will go on," he said.

Preparations for the second stage of the peace process continued in Washington despite the absence of the Israelis.

The Arab delegations arrived in the US during the day, but have not yet indicated whether they are prepared to wait in

Washington for Israel to make an appearance.

Mr Shamir confirmed the government had approved establishment of a new army post, to be converted later into a permanent civilian settlement, on a site in the West Bank where two Jewish settlers were shot dead just before the Madrid peace conference in October.

Israel's refusal to halt settlements or consider giving up the occupied territories is regarded by the US and the Arabs as the overwhelming obstacle to progress in the peace talks. Commenting on the fatal shooting of another settler this week, Mr Shamir said "Eretz Israel" - the biblical term for a greater Israel which includes the West Bank and Gaza Strip - would remain in Israeli hands.

"The shooting is one of those murderous acts which won't deter us from establishing settlements, expanding them and consolidating them," Mr Shamir said.

The government is braced for a "media nightmare" as Israel Radio called it, in Washington today as a result of its failure to show up. The US, despite refusing to make further conciliatory gestures to Israel, is trying to minimise the propaganda advantage for the Arab delegations.

IT HAS taken even less time than pessimists feared for the Middle East peace process to suffer its first serious procedural stumble. And, all too predictably, the initial obstacle has proved to be not the seemingly intractable substance of the conflict between Israel and the Arabs, but the seemingly less sensitive issue of the relationship between Israel and the US.

The extent to which that relationship has already been redefined is symbolised by the delay in opening the Middle East peace talks scheduled for today in Washington.

The Americans will be ready to begin on the date that they originally proposed, together with the three Arab groups from Syria, Lebanon and the joint Jordanian-Palestinian delegation.

The only representatives not to appear will be those from Israel, the country which over the past two decades has relied critically on vigorous US economic, political and military support and which, over the same period, has always pledged to go anywhere at any time for the sake of peace.

Israel's refusal to attend on the date set by Washington underlines the extent to which Mr Yitzhak Shamir, the Israeli prime minister, believes that President George Bush has changed his Middle East alliances.

It required eight visits to Israel by Mr James Baker, the US secretary of state, to persuade a deeply reluctant Mr Shamir to attend the Madrid peace conference at the end of



The Israeli housing minister, Mr Ariel Sharon, showing the map of variations in the borders of Palestine and Israel from 1917 to 1982 during a press conference held in Geneva yesterday

no intention of yielding any more territory.

It is a unique interpretation and one which, not surprisingly, is rejected by the co-sponsors of the peace process, the US and the Soviet Union, and by most of the international community.

Israel's difficulty in sustaining this position, especially in the face of opinion polls within Israel which show a large majority of the population favouring a land-for-peace deal, would become more obvious the moment the substantive bilateral negotiations began.

With each of the Arab delegations demanding the same concessions from Israel and the prospect of this three-pronged diplomatic assault taking place with US support under the glare of publicity that events in Washington attract, was not an inviting prospect for Mr Shamir.

Even if an Israeli delegation does eventually appear next Monday, it will still seek to restrict any meetings to procedural issues and particularly to deciding to relocate the talks closer to the Middle East.

The Arab delegations already in Washington are left in the happy position of being required to do nothing beyond re-stating their willingness to negotiate peace along the lines of UN resolutions.

Syria is understood to have decided that it will not under any circumstances be the first to pull out of the peace process, the Lebanese will obviously follow the Damascus example, and the new, more reasoned, style of Palestinian

leadership on display for the first time in Madrid can but benefit from further world exposure.

Officially, the US insists that it cannot force the parties to the Middle East conflict to make peace if they do not want to.

"We cannot want peace more than parties that are part of this; we cannot want talks more than the parties," Margaret Tutwiler, the state department spokeswoman, said on Monday. However, she also made clear that the US was not making any effort to mollify Mr Shamir.

Any diminution in active US support for Israel has historically been a cause for alarm in Jerusalem. There are today younger members of Mr Shamir's government deeply concerned at the apparently confrontational course set by the prime minister.

They particularly fear that he may have jeopardised US approval for \$10bn (55.5bn) in loan guarantees needed to settle Soviet Jews and fuelled the movement against foreign aid that appears to be gathering strength.

The wider Arab world will be watching no less closely, especially those more moderate regimes which have staked a part of their political capital on assurances from the US that it is committed to a comprehensive Middle East settlement.

To sustain these Arab expectations without losing the confidence of Mr Shamir's government may already have proved an impossible task for President Bush.

## Forged US \$100 bills flood banks in Cairo

By Tony Walker in Cairo

BANK tellers in Egypt are being armed with magnifying glasses to help them detect a wave of forged banknotes that bankers say are the best counterfeit \$100 bills yet produced.

One banker quoted a veteran official of the US Federal Reserve as saying that he hoped he would be retired before he was shown counterfeit notes as good as those in Middle East circulation.

So good, in fact, are the latest forgeries, using modern copying techniques - an increasing problem in the US and abroad - that the US Treasury will begin issuing new "counterfeit-proof" banknotes from January 1 in the biggest change to the US currency in more than half a century.

An US Internal Revenue Service official, based in the Middle East, says that while the volume of forged banknotes is tiny compared with the estimated \$240bn in circulation worldwide, advances in printing have obliged the authorities to modify the US currency to "take a step ahead".

The distinctive appearance of the "greenback" notes themselves, with their portraits of American heroes, US monuments and the words "In God We Trust" printed on the back, will be preserved, but a "security thread" will be added to deter counterfeits. Developed by the US Treasury, the polyester thread will have the note's denomination printed on it - \$50 and 100 - at first - although this will not be visible to the naked eye.

Another feature will be the words "United States of America" microprinted along the borders that frame portraits on the face of the notes. The tiny print size will prevent distinct copier reproduction. Such a step will certainly be welcome in Middle East banks where the work of even the most experienced tellers has been slowed by the appearance in the past six months or so of what are being described as "super-forgeries".

A senior manager of a large joint venture bank in Cairo said that as a matter of policy his bank was accepting \$100 bills only from its regular customers, and even then it was marking the notes with the client's account number to discourage any attempt to pass bad notes. One of the main reasons for these precautions is that the time taken to examine each individual note, while a customer waits, can cause irritating delays in busy branches.

"This is a cash society," said the banker. "It is not unusual for someone to come in and make a cash deposit of \$200,000." Banks have tried various ways to streamline checking of banknotes, but a Japanese machine that was effective against less professional forgeries is useless for this latest batch, which are said to be produced either in Lebanon or in the Far East.

Israel has been mentioned as another possible source. These latest \$100 forgeries are said to have first made an appearance in Italy earlier this year where thousands were fed into automatic money change machines, before they were discovered.

Bankers say the most obvious giveaway of the forgeries, which replicate the chemically-treated paper used in authentic bills and even the most detailed flagstaff patterns, are the letters "S", "O" and "C" in the words "The United States of America" on the back of the notes. In the forgeries, the rounded tops of those letters have been flattened, but the difference between the real and the forged is only apparent to the most eagle-eyed tellers.

As one Cairo banker put it: "If you have someone who can quickly detect the fakes, he's worth his weight in gold."

According to the US Treasury, forgeries in 1990 amounted to about \$60m in the US of the \$70bn in notes produced that year. No reliable statistics are available for forged US notes globally.

## Togo premier held by rebels

TOGO'S Prime Minister Joseph Kokou Koffigoh was captured by renegade soldiers in a bloody attack on his residence yesterday which left at least 13 people dead, Reuter reports from Lome.

Reporters visiting the morgue at the central hospital in the capital following the dawn assault counted 13 bodies, 12 of them soldiers. Both the assailants and 50-60 loyal troops defending the prime minister suffered casualties.

"He is in the hands of the Togolese armed forces and is completely safe," a communiqué on state radio said. A presidential spokesman said Mr Koffigoh was being taken to see strongarm President Gnassingbe Eyadema.

The troops, apparently loyal to President Eyadema, and who seem to be backed by most of the 12,000 armed forces, used tanks, machine guns and small arms in their attack.

The troops had demanded

Mr Koffigoh's replacement and big changes in the transitional government installed in August by a national conference. The soldiers, mostly from Gen Eyadema's Kabye tribe, were angered by last week's banning by the interim government of Gnassingbe's former ruling party, the Rally of the Togolese People, while the Prime Minister was out of the country.

The soldiers have demanded that the bars on Eyadema's

party be lifted and that the government be dissolved.

The French government, which has sent 300 troops to neighbouring Benin in preparation for evacuating its 3,000 nationals, said it would do "everything necessary to help restore a military option if these attempts fail."

Mr Hogg said that unspecified "other means of pressure" might be needed to convince Col Gadaffi to turn over the suspects if persuasion did not work. He refused to set a deadline.

The attack occurred the day

after Mr Koffigoh issued a 10-point negotiating plan to try and end the standoff with the military. It included a demand that the military withdraw from radio and television stations as well as the capital. The plan called for formation of a broader-based government in which the Togolese People, while the Prime Minister was out of the country.

They are expected to call on the government to consult them about an election date, demand international monitoring of any poll, and demand the setting up of an independent election commission.

## UK refuses to rule out force on Libya

THE UK foreign office minister, Mr Douglas Hogg, yesterday refused to rule out military action against Libya if Colonel Muammar Gadaffi fails to extradite two intelligence agents suspected of the Lockerbie bombing, AP reports from Tunis.

Mr Hogg, speaking at a news conference after meeting the Tunisian prime minister, Mr Hamed al-Karwi, said: "We hope for a peaceful solution, but I can't give a negative or positive answer whether we'll

resort to a military option if these attempts fail."

Mr Hogg said that unspecified "other means of pressure" might be needed to convince Col Gadaffi to turn over the suspects if persuasion did not work. He refused to set a deadline.

Mr Hogg, who on Monday met the Algerian president, Mr Chadli Bendjedid, is trying to win the support of Algeria, Tunisia and Egypt, all neighbours of Libya, in helping to convince Col Gadaffi to hand

over the two suspects. The UK minister's visit coincided with the arrival in Tunis of Mr Brahim Bakar, the Libyan minister of interior and justice.

Mr Bakar was received earlier in the day in Algiers by Mr Bendjedid, to whom he transmitted a message from Col Gadaffi, official Algerian sources reported. The contents were not divulged.

Britain and the US allege that the two Libyans carried out the bombing of Pan Am Flight 103 over Lockerbie,



Female soldiers in desert fatigues on military parade on the 20th anniversary of the founding of the United Arab Emirates. It is the first time a Moslem state on the Arabian peninsula has allowed female troops to parade

Feminist activists in the UK have welcomed the decision by the Foreign Office to rule out military action against Libya if Colonel Muammar Gadaffi fails to extradite two intelligence agents suspected of the Lockerbie bombing.

Mr Hogg, who did not seek re-election, said in an address to a crowded General Assembly, which approved the appointment by acclamation, Mr Ghali pledged a vigorous effort to narrow the north-south economic gap.

Tackling the crippling problem of international debt is central to achieving a healthy world economy, he said.

But while there could be no democracy without development, said Mr Ghali, democracy must not be seen as a "magic potion" and the UN activities to promote it must not become a means to intervene in internal affairs of states.

Mr Ghali, whose age - he was 69 last month - was a point of controversy, has indicated that he plans to serve only one term as secretary general.

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MR Boutros Boutros Ghali of Egypt, formally appointed yesterday as the new UN secretary general, immediately promised to pursue active preventive diplomacy while promoting democracy and human rights, writes Michael Littlejohns, UN Correspondent in New York.

Currently his country's deputy prime minister, he will take up the post on January 1 for a five-year term, succeeding Mr Javier Pérez de Cuellar, who did not seek re-election.

In an address to a crowded General Assembly, which approved the appointment by acclamation, Mr Ghali pledged a vigorous effort to narrow the north-south economic gap.

Tackling the crippling problem of international debt is central to achieving a healthy world economy, he said.



Map of the United Arab Emirates, showing its various emirates and geographical features.

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Tony Walker in Cairo

LEADERS of the Japanese ruling Liberal Democratic Party last night breathed a collective sigh of relief when a controversial bill to allow troops to serve in United Nations peace-keeping operations passed through the lower house of the Diet.

However, the government will face a tough time getting the legislation through the upper house. It wants the bill passed into law in time for Japanese servicemen to join UN units which may be sent to Cambodia next year.

The LDP caused a storm last week when, together with the centrist Komei party, it forced the bill through a key committee. The opposition threatened to resort to delaying tactics to prevent the bill's passage but later agreed to allow a vote to take in the lower house in return for the promise of a full debate in the upper chamber, where the LDP lacks a majority.

The bill, which passed the lower house by 311 votes to 167, has divided the country. Some Japanese support the government's position that Japan must make a bigger contribution to international affairs including UN activities, while others fear the legislation might infringe the country's pacifist constitution.

At the height of the Gulf War, international criticism of Japan's relative lack of support for the allied effort prompted a swing in opinion in favour of

## Japan's lower house agrees to UN troop role

By Stefan Wagstyl in Tokyo

Japan playing a bigger part in world affairs. Even some leaders of the opposition Social Democratic Party, formerly the socialist party, came out in favour of Japan making a physical as well as a financial contribution to the allied forces.

With the crisis over, however, the cautious are making themselves heard once more. Diet members are getting many calls from constituents expressing their doubts about the bill and also outright opposition to it.

The bill would allow the government to send up to 2,000 troops on UN peace-keeping missions, on the strict condition that arms are used only in self-defence.

Meanwhile, the LDP is considering accepting opposition party demands for the Diet to pass a resolution renouncing war to mark the 50th anniversary of the attack on Pearl Harbour on Saturday.

Some opposition Diet members want the resolution to contain a frank apology to the US and to Asian countries invaded by Japan during the Second World War. They argue that a strong statement would help to answer claims from overseas that Japan has never made a fulsome apology for the war.

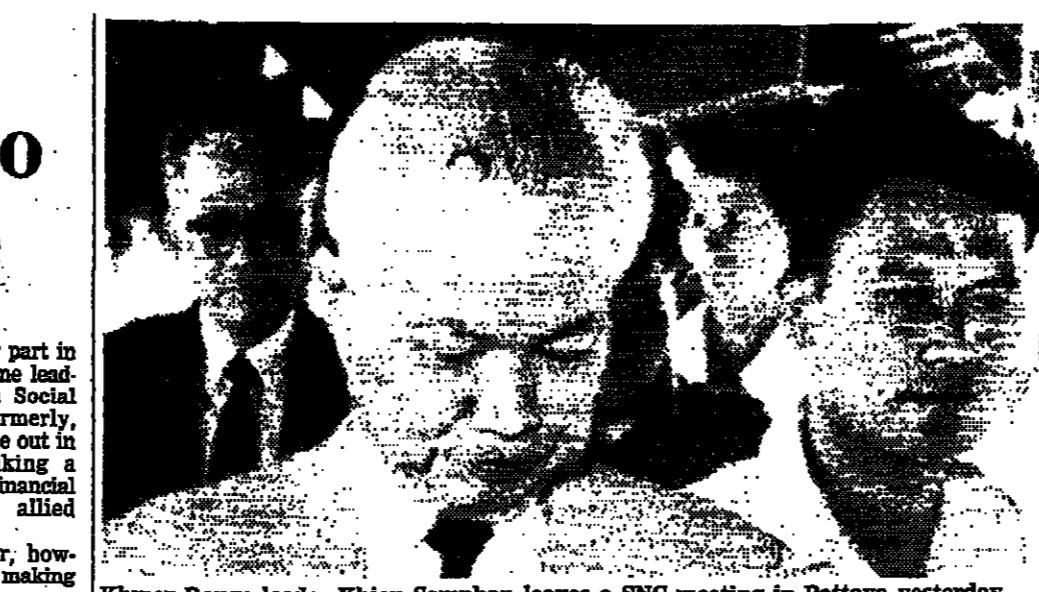
But hawks in the LDP dispute the need for such an apology, saying that Japan has already apologised to China and other Asian countries.

## UK, China restart HK talks

BRITISH and Chinese officials began three days of talks on Hong Kong affairs yesterday, but neither side expected much progress because of a row over Hong Kong's proposed court of final appeal, writes Angus Fotheringham in Hong Kong.

The talks, which are being held through the joint liaison group overseeing details of Hong Kong's 1997 transfer to Chinese sovereignty, were described as "useful" by one official.

China is angry at calls by



Khmer Rouge leader Khieu Samphan leaves a SNC meeting in Pattaya yesterday

## Khmer Rouge leaders to return to Cambodia after safety pledge

KHIEU SAMPHAN, the Khmer Rouge leader, is to return to Phnom Penh after the four factions involved in Cambodia's peace process agreed a compromise on guarding the leaders of the guerrilla group, agencies report from Pattaya, Thailand.

Khmer Rouge chief including Khieu Samphan, who had been fighting the Vietnamese-installed government for 13 years until October's Paris peace agreement, returned to Phnom Penh for only a few hours last week before being

driven out by a mob angry at their genocidal rule during the 1970s.

The factions, meeting yesterday in Pattaya, Thailand, agreed on a compromise under which the Khmer Rouge delegation to the Supreme National Council, the interim body

which is to govern the country during a UN-monitored transition period, would be housed in the SNC's compound in Phnom Penh.

The headquarters, a former government guest house, will also be home to some UN officials, diplomats said. This would provide the Khmer Rouge with the moral protection of the UN.

The Khmer Rouge said it would not return unless 800 UN troops were deployed to protect its delegation. However, UN officials said internal security was a Cambodian matter. UN advisers threatened to pull out of Cambodia, possibly scuttling the peace process, if there is another attack on the Khmer Rouge.

## Economies of Asia see high growth rates

ASIA'S robust economies outperformed the rest of the world in 1991, posting growth of more than 6 per cent despite the recession in North America, according to a report by the Asian Development Bank (ADB), Reuter reports from Manila.

Exceptions were Bangladesh, India and the Philippines, where growth slowed markedly.

"In contrast to previous world recessions, for instance the 1981-1982 recession, the economic performance of the Asian region has been less affected by the economic slowdown in industrialised countries," the bank said. Though it predicted a slowdown in Japan's growth to 3.3 per cent in 1992, from 4.5 per cent this year, the bank said developing countries of Asia would continue to post strong growth.

The newly industrialised economies of Singapore, Taiwan and South Korea would see average growth fall slightly to 7.3 per cent in 1992,

from 7.7 per cent this year, but other south Asian economies would expand faster, with the Indian economy picking up.

Hong Kong should continue to see acceleration in its growth mainly due to strong export demand and a big rise in public investments for infrastructure, the ADB said.

## Anniversary of Bhopal gas disaster marked by strike

By K.K. Sharma in New Delhi

WORKERS in the central Indian city of Bhopal staged a general strike yesterday to mark the seventh anniversary of the world's worst industrial disaster when poison gas killed more than 3,000 people and injured another 200,000.

Processions moved through the streets to remind people of the night of December 3, 1984, when deadly methyl isocyanate leaked from a pesticides factory, owned by the Indian subsidiary of the American Union Carbide Corporation (UCC).

Demonstrators burned effigies of UCC's former chairman, Mr Warren Anderson, at more than 20 places across the city. Some protesters, led by left-wing leaders, gathered outside the factory and demanded that a 500-bed hospital be set up at its site. The factory has remained closed since July 1985.

The local communist leader, Mr Balakrishna Gupta, said that compensation should be disbursed immediately among the victims and relatives of the deceased. As deaths caused by the leak have continued to mount, frequent changes of government in India over the past seven years have politi-

cised the issue, further complicating court actions and compensation claims.

Last week, a Bhopal court opened hearings of a criminal suit against Mr Anderson and eight executives of UCC's Asian subsidiaries.

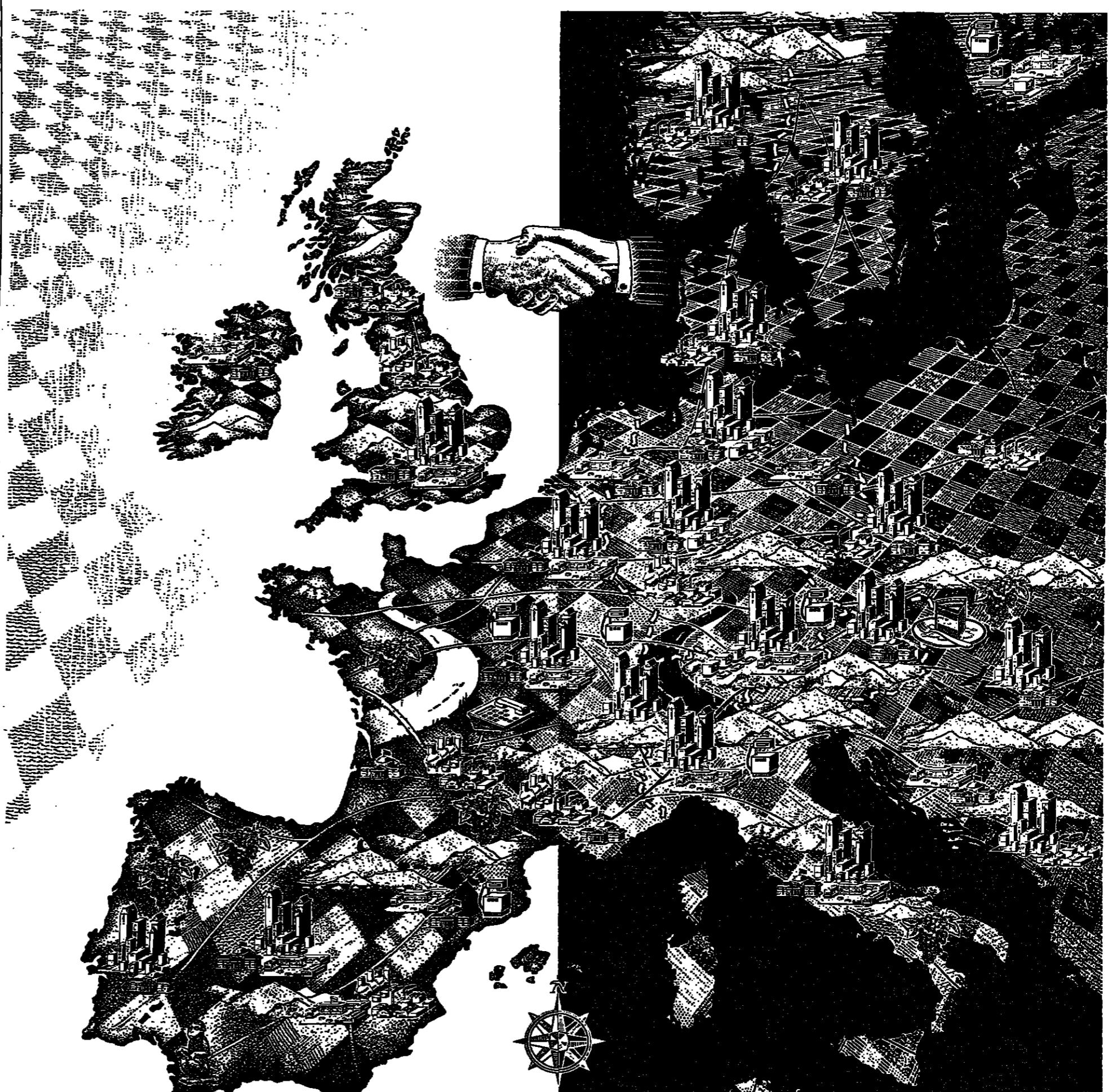
India's supreme court last month paved the way for the suit when it upheld the \$470m (£265.5m) settlement between the Indian government and UCC. Claims by organisations representing victims had amounted to more than eight times as much.

Six years ago, the government drew up a scheme for cash disbursements to various categories of Bhopal victims and their families.

But continuous litigation left them bereft of any relief except for nominal interim compensation, which they have found totally insufficient.

Payment of the compensation will begin next February after norms are established before 40 special courts being set up in Bhopal.

Between 20 and 30 claims will be heard each day and it may take years before all the victims' compensation claims are processed.



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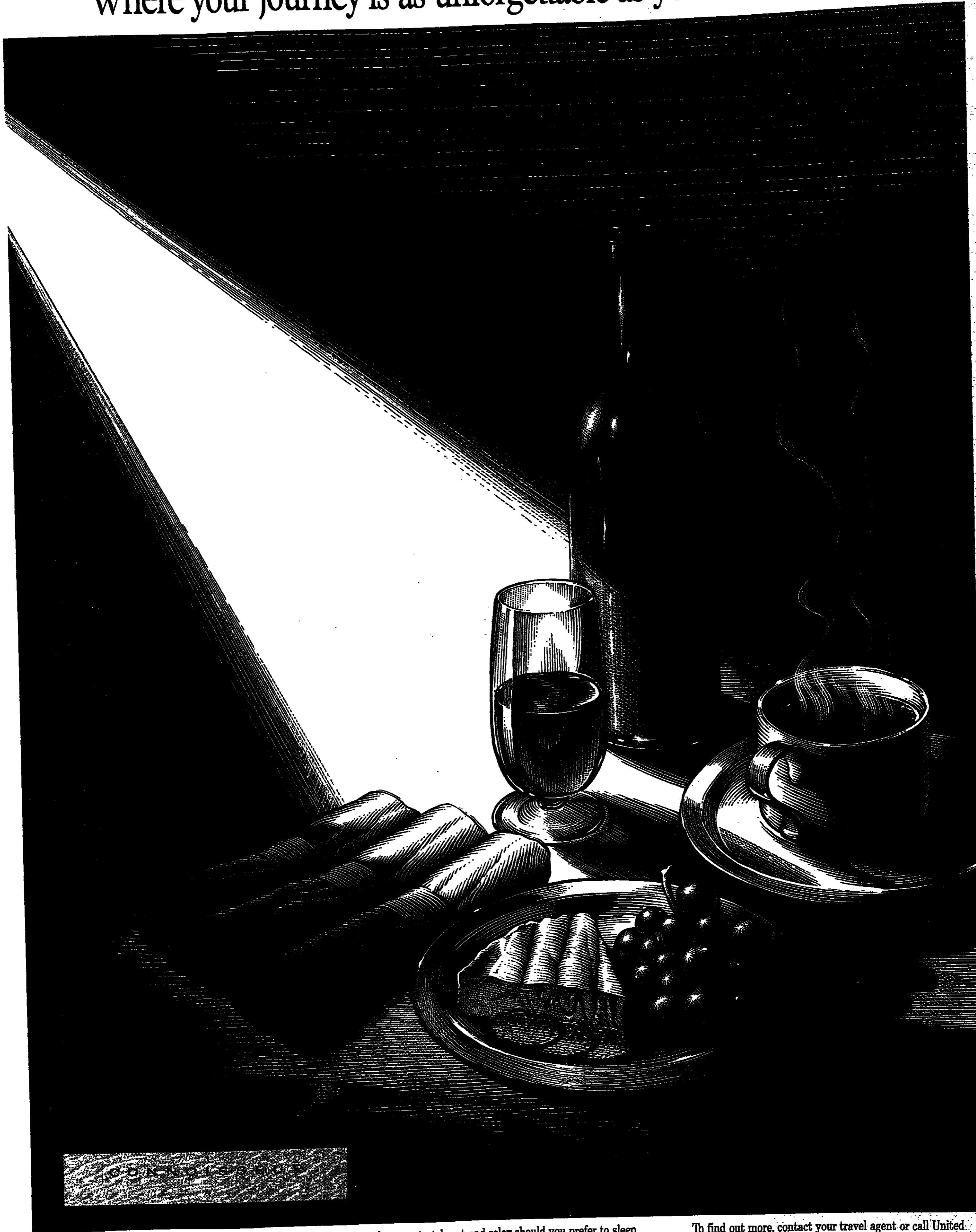
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## EC must back down in agricultural trade impasse says US farm leader

By William Duiforce in Geneva

US FARMERS cannot accept a deal on farm trade reform on the terms so far offered by the European Community. Mr Dean Kleckner, president of the American Farm Bureau Federation (AFBF), said, in Geneva yesterday.

He said the US and the EC had to compromise on reductions in farm subsidies in the Uruguay Round trade talks. But the result had to provide for "locked-in cuts" in tonnages of subsidised farm produce on world markets. It also had to ensure that the reductions would continue after the

five or six years envisaged.

Mr Kleckner had been voicing US farmers' views to Mr Arthur Dunkel, director general of the General Agreement on Tariffs and Trade, and negotiators from the main farm-exporting countries as US and EC trade diplomats met in Brussels to seek ways of renewing bilateral dialogue on farm reform. Without a US-EC deal on cuts in farm subsidies the Uruguay Round is unlikely to be completed soon.

There was still a 50-50 chance of a deal, Mr Kleckner said. Pressures on EC govern-

ments to cut farm spending were stronger than ever and most European delegations in Geneva had shown a real desire to come to terms.

But if it were left to the European agricultural community and farm ministers, the EC terms would be substantially less than the bottom line to which American farmers could agree. Mr Kleckner confessed to mixed feelings about this week's US-EC meeting in Brussels, organised after intervention by President George Bush and Mr Ruud Lubbers, Dutch prime minister and cur-

rent EC president. No farm negotiators will be present.

He was happy about the absence of EC farm negotiators but "a little bit worried" that the US side might go further than it should to compromise and make a deal that Congress would not approve.

The AFBF would agree to the lifting of section 22 in the US law, which protects sugar, peanuts, dairy and cotton farmers against imports, only in the context of a multilateral agreement on agriculture in which US farmers received as much as they gave, he said.

## Bush ready for concessions on dumping

By Nancy Dunne in Washington

THE US will accept changes in its controversial dumping laws in the Uruguay Round, but in return it would want stronger limits on traders who try to circumvent those laws, a senior trade official said yesterday.

He said the Bush administration had consulted Congress and domestic industry closely and would agree to changes "in the calculation procedures and methodology for determining dumping".

The official said the US would not give up its "Section 301" law, which authorises trade retaliation as many Gatt members have demanded. But he insisted the law could be made work in conjunction with Gatt, if, as expected, the body's dispute settlement mechanism was strengthened and its coverage extended.

No country then would be able to block an unfavourable panel ruling. The US also wants a one-year limit for the

injuring party to rectify its abuse. After that period, trade retaliation would be permitted.

Mr Rufus Yerxa, the US ambassador to Gatt, is in Washington this week to meet congressmen, private-sector advisers and inter-agency

members of a restless Congress which is threatening to attach tough provisions to a Uruguay Round package of legislation to force Japan to open its markets.

They will stress that while the US can achieve its basic

objectives on agriculture, trade reform, protection of intellectual property rights, rules for services and investment, it must be willing to make concessions as well, including big tariff reductions.

This week they are contact-



Mr. Rubens Ricupero, this year's Gatt chairman (right), with Gatt director general Mr. Arthur Dunkel, yesterday warned that world trade growth would decline sharply in 1991 for a third successive year and pointed to the dangers of failure of the Uruguay Round trade talks, writes Frances Williams in Geneva.

Addressing Gatt's two-day annual meeting in Geneva, Mr. Ricupero said the final phase of the five-year-old Uruguay Round was taking place against an unpromising economic backdrop. Gatt economists expect the volume growth of world trade this year to be markedly below last year's 5 per cent, itself down from 7 per cent in 1989. With efforts at international economic co-operation by the big economic powers fragile and unsatisfactory, trade remained the "single most important factor in restoring prosperity, employment and economic growth".

## Japanese fearful of regional trade blocs

By Robert Thomson in Tokyo

JAPAN'S Economic Planning Agency (EPA) warned yesterday that the emergence of regional trade agreements could lead to a shrinkage of world trade.

In its annual paper on the world economy, the government agency said the growth of regional trade zones, such as the European Community and the North American Free Trade Agreement, could either enhance or hinder world trade.

"The possibility of raising barriers against countries outside the union cannot be denied. We must be vigilant against such a tendency," the EPA said. The agency suggested that free trade zones would be discouraged from turning into economic blocs if the General Agreement on Tariffs and Trade (Gatt) operated more effectively.

Referring to the Uruguay Round of world trade talks, the EPA gave no indication that Tokyo was ready to concede on sensitive issues such as opening its rice market and dispute settlement procedures.

The agency estimated that there would be a global funds shortage amounting to about \$103bn (£58bn) next year, excluding demand from eastern Europe and the Soviet Union, though the figure is forecast to decline to \$92bn in

1993. It recommends that governments promote personal saving, rationalise financial market functions, and use state funds more efficiently.

Unusually, the EPA suggested, albeit politely, that Washington review defence spending in the light of its budget deficit problems and the changes in the political order: "Given the end of the Cold War and a drastic change in the Soviet political situation, it is necessary to re-examine continuing defence spending, which amounts at present to about a quarter of the total outlays."

The agency said that the promotion of personal saving should be a priority for all governments, and pointed to the "overspending" of US households in the 1980s as a reason for the weak US recovery this year. Excessive US property investment and high corporate debt levels were also cited as long-term restraints on US growth.

The EPA report urged China to broaden its reform programme, and to review the ownership of struggling state industries, accelerate price reforms, improve communication between central and local governments, and enlarge the areas designed to attract foreign investment.

## West scrambles for share of Iranian market

Tehran is back in the world trade fold, says Scheherazade Daneshkh

IRAN, once among the pariahs of the world trading community, is today being wooed by exporters with embarrassing enthusiasm.

A combination of more pragmatic policies by President Ali Akbar Hashemi Rafsanjani and a long shopping list of infrastructure spending needs following its eight-year war with Iraq, has led to a surge in business deals.

British and US exporters are straining to join the fray now the hostage crisis is close to resolution, and the Iraqi market has been lost because of a trade embargo. They are being joined by leading contract exporters from China, Brazil and South Korea.



Rafsanjani: pragmatic

Iran's state export insurance agency, this year, exports to Iran totalled \$2.5bn in 1990 and are set to increase this year. Iran has evolved a pragmatic attitude towards foreign loans, previously deemed anti-Islamic, and has agreed on a number of credit lines tied to specific projects. Deutsche Bank's London subsidiary is providing DM500m for the Bandar Khomeini petrochemical complex. The loan is part of a 1990 \$2.2bn financing package being led by France's Société Générale in an agreement with Iran's National Petrochemicals Company.

US exports to Iran have risen from nil in 1988-89 to \$166m in 1990 and \$273m in the first six months of this year, despite an official trade embargo.

A two-man delegation from the UK's export credit agency, the ECGD, returned last week from Tehran after a "constructive" visit to try to settle an estimated \$220m debt to British exporters dating from the Shah's era. British exporters have been hampered by the ECGD's willingness to provide only short-term cover, in contrast to Iran's main European trading partners, Germany and Italy.

Iran imported an unprecedented \$22bn in goods in the year to March 1990, according to Mr Mohsen Nurbakhsh, minister of economy and finance.

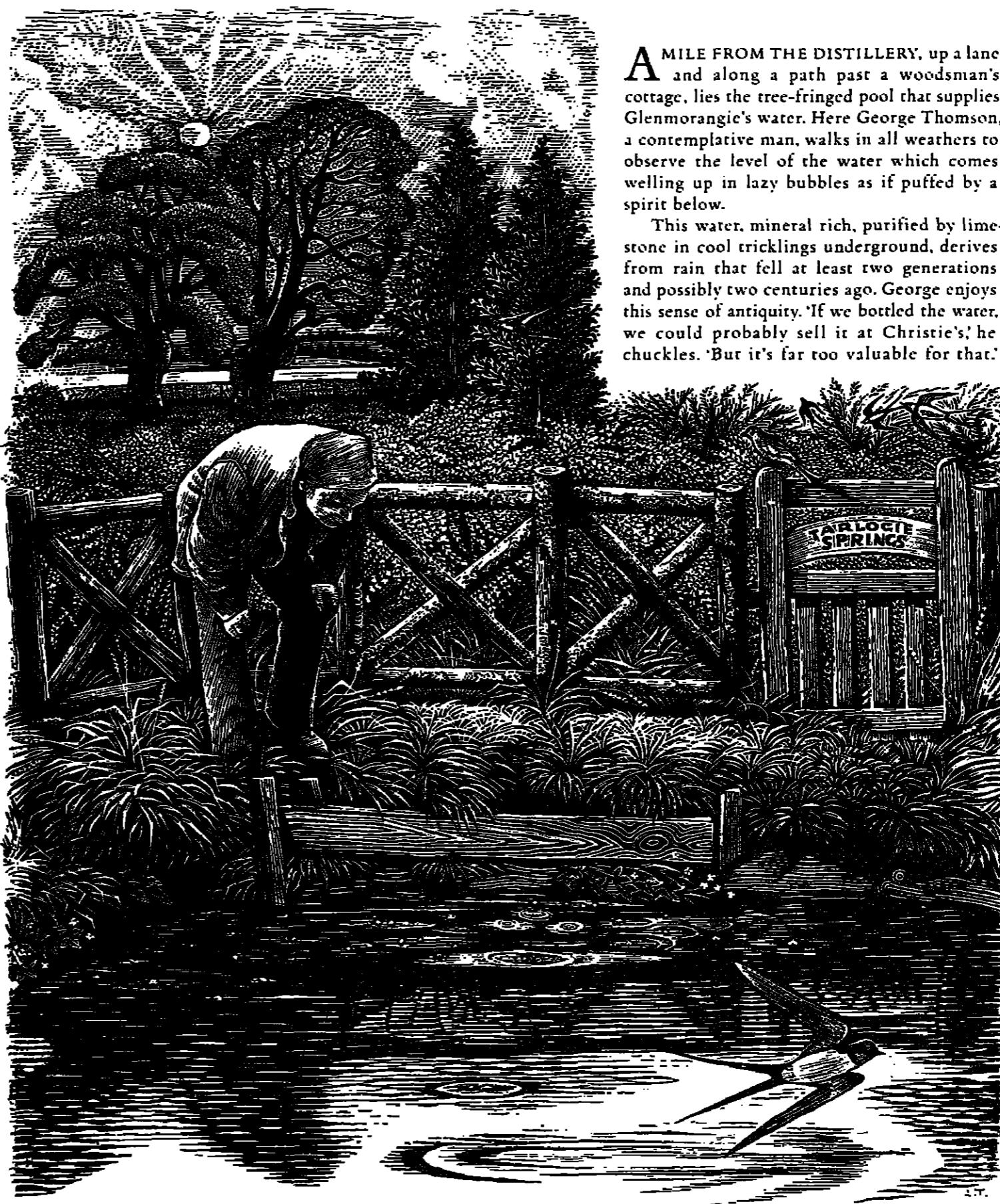
Mr Nurbakhsh expects imports to be lower this year at \$18bn, partly because last year's import bill will have included commitments of two or more years. Oil revenues are expected to total about \$17bn with a possible \$20bn in non-oil exports.

Fuel imports of \$2.5bn, which accounted for almost a third of all imports at the height of the Iran-Iraq war, now represent a much smaller fraction. Instead, Iran has embarked on a reconstruction programme to overhaul its own strategic industries, such as oil and telecommunications.

Germany is Iran's main trading partner and its exports have been assisted by lifting a DM500m (\$175m) ceiling on medium-term cover by Hermes,

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## AMERICAN NEWS

## Fed has 'scope' to lower rates

By Michael Prowse in Washington

THE Federal Reserve has "ample scope" to cut interest rates further without increasing inflation, Mr Michael Boskin, the White House chief economist, said yesterday.

His remarks followed official figures showing that the US composite index of leading indicators had failed to rise significantly for a third successive month.

The flat trend for leading indicators - used to predict economic turning points - suggests the economy will stay sluggish well into the New Year. The news, however, was tempered by better-than-expected figures for home sales.

Mr Boskin conceded that the recovery had been disappointing and that growth was likely to remain sluggish for the next few months. However, he forecast an economic pick-up after the first quarter of next year as past cuts in interest rates began to stimulate demand.

The Commerce Department said the index of leading indicators rose 0.1 per cent in October. This followed a 0.1 decline in September and no change in August. The index of coincident indicators, measuring the current state of the economy, fell 0.2 per cent in October, another sign that economic conditions are deteriorating.

The flat trend for leading indicators reflected divergent movements of the index's 11 components. Orders for plant and equipment and four other components rose, while five components - led by consumer expectations - registered declines.

The leading indicators began to rise in February, accurately predicting the economic recovery beginning in the second quarter, before peaking in July, shortly before the economy stagnated.

Home sales figures yesterday indicated the housing sector may be more resilient than analysts had feared. New home

sales rose 2.2 per cent between September and October to a seasonally adjusted annual rate of 413,000 - 10 per cent up on the same period last year.

Previous figures were revised up substantially. Sales fell only 4.9 per cent between August and September, not 12.9 per cent as initially announced.

Home sales hit a trough of 414,000 at an annual rate in January and have risen in seven out of the past nine months. C. J. Lawrence, a New York broker, said the figures showed that lower interest rates were "keeping the housing recovery alive".

is tightening around my neck, and I need your help". Yesterday, two prominent conservatives, Congressmen Henry Hyde and Vin Weber, expressed support.

Insiders expect Mr Bush to announce the composition of his re-election campaign team soon, with Mr Robert Mosbacher, commerce secretary, widely expected to be named campaign chairman. Other prominent members include Mr Charles Black, a Republican political consultant, Mr Robert Reiter, the president's pollster, and Mr Fred Malek, a long-time Republican operative.

Several potential members of the campaign team are said to be reluctant to sign up unless the impulsive chief of staff goes, adding to the pressure on him to resign.

In the absence of action, Mr Sununu has mounted a furious lobbying effort to save his job, calling Republican members of Congress and complaining that "the noose

## Sununu under fire from Bush's son

THE future of Mr John Sununu as White House chief of staff remained in doubt yesterday amid fresh signs of Republican pressure for his removal, Lionel Barber writes from Washington.

With speculation growing that President George Bush may be close to announcing a shake-up among his senior staff, it emerged that his eldest son had told Mr Sununu his job was in jeopardy.

Mr George Bush Jr told Mr Sununu last week he had lost the confidence of several members of the cabinet, alienated many White House staff and damaged his base in the Republican party. President Bush himself held talks with Mr Sununu about his future last Sunday at the White House.

At the same time, the president con-

firmed with Mr James Baker, secretary of state and his closest political adviser, at Camp David over the weekend. Mr Baker is understood to be unhappy about the lack of cohesion on domestic policy and the infighting at the White House.

Mr Sununu's critics suggested yesterday that Mr Bush Jr's message was intended as a polite way of pushing the White House chief of staff toward resignation and paving the way for Mr Samuel Skinner, transportation secretary, to take over. But other officials said he was still reluctant to sack Mr Sununu.

In the absence of action, Mr Sununu has mounted a furious lobbying effort to save his job, calling Republican members of Congress and complaining that "the noose

Sarita Kendall reports on Colombia's growing poppy triangle

## Drug lords turn to heroin



A Colombian soldier guards sacks of seized marijuana waiting to be burnt

Isolated patches of poppies had been spaced as late as 10 years ago, but it is only in the last few months that the police have discovered big plantations. South-east of Bogotá, a poppy triangle has emerged along the mountainous borders of the departments of Cauca, Huila and Tolima. Since August narcotics police have destroyed over 1,000 hectares of poppy fields in this area alone, enough to produce a tonne of heroin.

The cool, moist climate above 2,000 metres is ideal for poppy growing. The Colombian drug gangs already operate

extensive transport and distribution networks for cocaine and marijuana, but they can make between 20 and 40 times more for a kilo of heroin than for a kilo of cocaine. Even raw opium is worth almost twice as much as cocaine in Bogotá.

From the farmers to the distribution stage, police say the methods remain below the expertise of well-established drug organisations, especially Cali-based groups. Poppy seeds are delivered to the peasant farmer, who is given technical advice and the promise of a good price for crops. At least two, sometimes three, crops

can be planted each year, and the first harvest gives the farmer his own poppy seeds.

A few days after the flower petals have fallen, the moraine content of the swelling poppy bulb is at its greatest. Then the bulbs are scored with long, light cuts in the late afternoon or early morning.

The milky gum oozes out of the cuts and is collected later by workers, who earn three times as much as they would picking coffee further down the mountain.

A hectare of poppies yields about 10 kilos of opium gum, and the gum sells for \$1,200 to \$2,200 (\$240 a kilo). It is a high-value, low-bulk product with a guaranteed market, any farmer's dream. The tell-tale signs of a bonanza - peasants on spending sprees, and scarce labour - are already evident in the south-west.

While the poppies are sometimes camouflaged by maize stalks, the low cloud and inaccessibility of the high cordilleras provide the best cover.

Agronomists in the region say vegetation along the mountain tops is being destroyed, leaving valley heads and watersheds exposed. Although spraying has proved effective against marijuana on the north coast, it could raise protests from ecologists in the Andean areas.

Several morphine laboratories have been found in the city of Neiva, east of the poppy triangle. One contained acetic anhydride, the key chemical needed for the next step when morphine is turned into heroin. But foreign experts believe most of the opium is being processed abroad, and Colombian heroin-making is still in the experimental stage.

The process of turning opium into morphine and then heroin is far more complex than making cocaine from coca leaves, and skilled foreign chemists have been brought in.

The military also point out that poppy areas coincide with guerrilla territory: rebels are apparently taxing growers in exchange for protection.

More than 50 tonnes of cocaine has been captured in Colombia this year, yet cocaine prices have not risen and supplies do not seem to have been affected. Pressed and packaged marijuana has also been discovered in recent months, suggesting a resurgence of production. As the drug gangs diversify into heroin making, they have even more at stake - and so has Colombia.

## UK and Argentina to discuss Falklands oil

By John Barham in Buenos Aires

THE first negotiations between Britain and Argentina over possible co-operation in managing potential oil resources around the Falkland Islands start in London today.

Last month Britain announced it would allow the Falklands government to issue licences to companies to carry out seismic surveys in its territorial waters, while agreeing to talks with Buenos Aires over co-operation.

These are only talks about establishing an agenda for further negotiations in Buenos Aires next month, a British official said. Today's discussion will be held in parallel with fishery talks.

Argentina is expected to press for a bilateral oil regime that would allow Argentine-owned companies or Argentine-based multinational oil companies to operate in Falklands waters. Occidental, the US oil company, is already exploring for oil in Argentina

waters off Tierra del Fuego, to the west of the Falklands.

But the Falklands government has strongly resisted Argentine attempts at pro-tection since the 1982 conflict over the islands with Britain. Despite its defeat, Argentina still claims sovereignty over the Falklands and other British-held islands in the south Atlantic whose continental shelves are rumoured to contain valuable oil reserves.

In the last 18 months, Britain and Argentina have established full diplomatic relations, relaxed military restrictions around the Falklands and established limited co-operation over managing the region's rich fish stocks.

Argentina hopes increasing collaboration with Britain in regulating fishing, flights and possibly hydrocarbon production will eventually force London to begin negotiating on sovereignty, which has so far refused to contemplate.

## Brazil celebrates fall in November inflation rate

By Christine Lamb in Rio de Janeiro

BRAZILIAN Economy Ministry officials were celebrating yesterday as the monthly inflation rate fell for the first time in seven months.

Inflation between October 27 and November 22 was 26.4 per cent, compared with 27.3 per cent for October, according to São Paulo university's Fipe index. Fipe estimates inflation for November at 26 per cent - well below earlier expectations of 30 per cent.

The downturn is small, but government officials say it is the first time in recent years that inflation has been reduced

without a price freeze. They claim tight monetary policy is finally taking effect.

President Fernando Collor de Mello follows a plea by

people to leave their Christmas shopping until December 24 to force business to cut prices.

The government's policy of high real interest rates - currently at 36 per cent a month - has almost brought the economy to a halt. According to figures just published, 5,871 companies in São Paulo have gone bankrupt so far this year - more than in the whole of the last two years combined.

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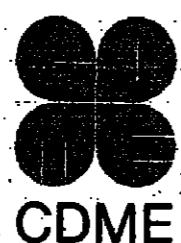
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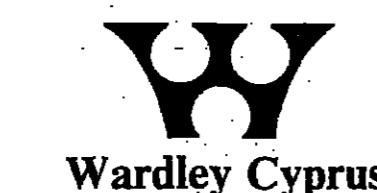


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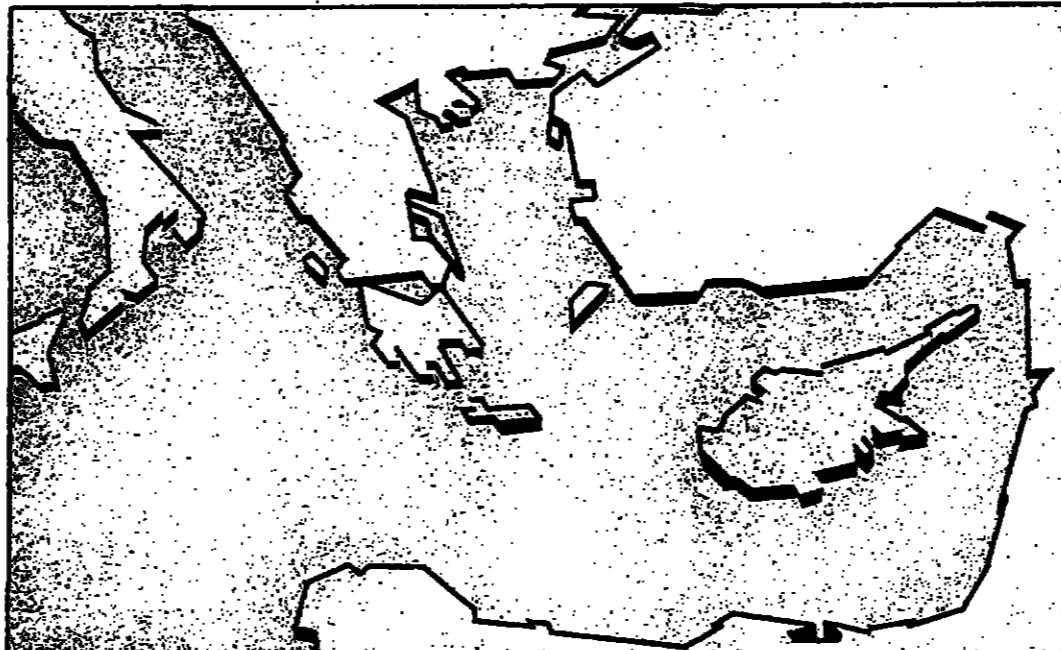


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## Retailers report bigger takings on Sunday trade

By John Thornhill and Robert Rice

CUSTOMERS of supermarkets which opened last Sunday spent on average 60 per cent more than typical weekday shoppers, according to a survey.

It estimated that one in 20 British households went grocery shopping on the first Sunday on which many supermarkets and other retailers in England and Wales decided, on a large scale, to ignore the law and open their doors.

The research by Nielsen, based on 7,100 consumers, showed that the average customer spent £13 on Sunday compared with £7.90 on week days.

It suggested that Sunday opening had particularly attracted young professional consumers who worked full-time and had children.

The research, however, did not support the view that there had been a fundamental shift in shopping patterns.

Sunday trading accounted for 3 per cent of the week's food purchases compared with 1 per cent in the preceding week.

Past studies have shown that Friday is the most popular day for grocery shopping, accounting for 25.1 per cent of all trips. Saturday follows with 23.1 per cent.

Meanwhile, Marks and Spencer, which is opposed to Sunday trading, announced it was extending its weekday opening hours to compete.

## City planners reject redevelopment of site beside St Paul's

By Vanessa Houlder, Property Correspondent

THE controversial site next to St Paul's Cathedral in the City of London is again in doubt after proposals to redevelop the area were sent back to developers.

The Corporation of London's planning committee yesterday sent proposals to rebuild Paternoster Square back to the developers with a list of 22 objections for further negotiations.

The designs attempted to restore much of the medieval pattern of streets and lanes that existed before the war.

The designs, which were put on public exhibition, were warmly received by the public. Gallup, the research company, reported "an exceptionally positive reaction amongst the public to the proposed scheme".

The City planners, who are not able to make judgments about architectural styles, objected to the scheme largely because of the height of three buildings in relation to surrounding buildings and views of St Paul's. The Chapter House, a listed building, would be made to "appear like a doll's house", said Mr Peter Rees, the planning officer.

They were also concerned about the lack of daylight in some buildings and thoroughfares, as a result of the height of the buildings. Mr Rees said it would look like "twentieth century canyons, rather than medieval alleys".

In addition, they regretted the loss of open space, the loss of sports facilities and the emphasis on offices, which would not bring the area to life in evenings and weekends.

During the discussion about the scheme, the committee rejected the concern that the developers would be deterred from carrying out the project.

## UK NEWS

# UK rejects Brussels plan on sex equality

By Diane Summers, Labour Staff

THE government yesterday rejected European Commission's plan under which member countries are supposed to draw up and monitor national programmes on sex equality.

The rejection was not with dismay by the Equal Opportunities Commission and EC officials. Ms Christine Crawley, who chairs the European Parliament's women's rights committee, accused the government of failing to back its words on equality with action.

Mr John Major, the prime minister, recently launched the business-backed Opportunity 2000 campaign which aims to improve the position of women

in the workforce.

"If this is the follow-up to Opportunity 2000, it is opportunism 2000," Ms Crawley said.

The emphasis of Opportunity 2000 is on practical goal setting and monitoring of progress by participating organisations. Most government departments, as well as over 60 companies, have now signed up.

The government's rejection of a national sex equality plan came at the UK launch of an EC-wide "action programme" on equal opportunities which is due to run until 1995.

Mrs Virginia Bottomley, health minister and vice chair of the ministerial group on

women, said at the launch yesterday that the government supported the overall aims of the EC plan, but favoured a "flexible and voluntary approach". It would be "counter-productive to lay down rigid requirements" which could end up deterring employers from recruiting and promoting women, she said.

The EC action programme "invites" member states to adopt national, regional and local equality plans, and to "draw up assessment reports" on sex equality measures. The European Commission will assess the progress of member countries in an interim report

in 1993. An EC official said yesterday "structured monitoring" of equal opportunities by individual member countries was essential if the effects of the action programme were to be evaluated properly.

The EOC said it was for the government to set the overall framework action on equal opportunities. This did not have to be rigid, but could provide a "firm backbone" for policies. The EOC said it hoped that Mrs Bottomley and the ministerial group on women would change their minds on the issue.

The European Commission's

priorities for its programme are the application and development of the legal framework for sex equality within member countries; the promotion of the integration of women within the workforce; and the improvement of the status of women in society.

• Sixteen per cent of industrial workers in Britain work nights compared with 11 per cent in the rest of Europe and more than 300,000 British workers work over 60 hours a week, according to the Low Pay Unit. The Unit urged Europe's labour ministers to accept the EC directive on working time.

## Budget for Channel tunnel station cut to £18m

By Richard Tompkins, Transport Correspondent

BRITISH Rail's budget for building an international railway station for Channel tunnel trains at Ashford, Kent, has been cut to less than an eighth of the £140m originally planned.

The government has told British Rail that it can spend only £18m on the station and has asked the railway to come back with less ambitious proposals.

The station is intended to provide the population of south-east England with a way of joining Channel tunnel trains without having to travel into the centre of London first.

BR had hoped to build a high-profile international gateway which would have provided interchange facilities between Channel tunnel trains and local services from Kent and Sussex.

However, Mr Malcolm Rifkind, transport secretary, said in a written Commons answer yesterday that BR's allocation of funds announced in the government's autumn statement on spending last month had allowed for spending of only £18m on the station.

"I have asked the chairman of British Rail to give serious consideration to the possibility of building a smaller station at Ashford than the one they have proposed," he said.

"I hope it can be in place in time for Ashford to be served by some international passenger trains when scheduled services through the Channel tunnel commence."

In October Eurotunnel, the Channel tunnel operator, tried to embarrass the government into funding the Ashford station plan by drawing up plans for a £1m temporary solution using prefabricated units.

Mr John Prescott, the opposition transport secretary, said that the effect of the government's announcement was to turn this plan into reality.

"This cowshed will be the first monument to this Conservative government that Europeans will see when they come through the Channel tunnel," he said.

## Insurer sees growth within private health

By Alan Pike

GROWTH in private healthcare will come from pragmatists who want to insure against specific difficulties in the National Health Service. Mr Patrick Smith, managing director of Norwich Union Healthcare, said yesterday.

He said such customers would purchase insurance plans giving access to private treatment if they could not obtain it in the NHS within six weeks since they saw "no point in paying for what is already well provided for free". Addressing such pragmatists with new policies would open up the health insurance market.

Speaking at a FT healthcare conference in London, Mr Smith contrasted the pragmatists with traditionalists, who purchased private health insurance as a "class statement".

Norwich Union entered the private health insurance market last year and is aiming its products at as wide a social group as possible. Mr Smith said the provident associations, which hold about four fifths of the insurance market, suffered from "potential capital starvation" and would have to be financially ingenious to retain anything like their existing market shares.

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Construction and engineering	82.3	68.4
Property and investment	29.8	77.4
Shipping and hotels	36.8	60.5
	148.9	206.3
<b>Profit before tax</b>	<b>122.4</b>	<b>151.5</b>
Ordinary dividend	18.4p	18.4p
Earnings per share (1991 fully diluted)	14.2p	21.1p

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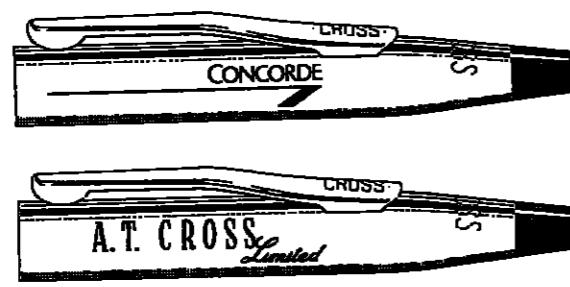


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## UK NEWS

# Art treasures may be listed to restrict exports

By Antony Thorncroft

tages, notably a reduction for owners in the worth of their works of art.

The committee believes that removing the possibility of a sale to overseas buyers could halve the value of many objects. There is no suggestion that owners should be compensated for having their possessions put on the list.

However, the advisers made clear that they supported the formation of a list "with reluctance": they would prefer the government to establish a reserve fund of between £15m-£20m a year to be used to retain threatened treasures in the UK.

The minister had become alarmed at the number of important works being sold abroad, notably, in the past year, the Badminton cabinet and Constable's painting "The Lock".

The current restrictions, the Waverley Rules, implemented by a reviewing committee on the export of works of art, were increasingly ineffective at a time of rising art prices which encouraged owners to send their treasures to auction.

Mr Renton asked the reviewing committee in July to come up with new proposals, but made clear that their recommendations should take account of "restrictions on expenditure".

The committee believes that it is feasible to draw up a list, which would probably number around 2,000 objects, but that it would have many disadvan-



The Three Graces by Canova: a national treasure for which an export licence was refused - its future is still in doubt

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## Figures show \$418m Bank intervention

By Rachel Johnson

STERLING'S pronounced weakness against the D-Mark forced the Bank of England to spend up to \$418m propping up the currency on the foreign exchanges last month, official reserve figures indicated yesterday.

The scale of intervention was twice what the markets had expected, suggesting that the Bank's activities last month were more strenuous than was reported at the time.

Taking account of allies' contributions to the Gulf war the underlying change was a fall of \$371m, bringing the end-November total to \$43.9bn (£24.5bn).

In November, sterling's fall below DM2.85 to the bottom of the grid of currencies in the European exchange rate mechanism prompted the Bank and other central banks to step in to support the pound, buying the currency and selling D-Marks to prevent sterling sliding to its floor.

Economists pointed out that much of the Bank's buying of sterling was disguised. According to Mr Roger Bootle, UK economist at Greenwall蒙古, the bulk of the Bank's purchases were carried out in the forward markets and would therefore not lower November's reserves.

But set in perspective, the figures confirm that the Bank refused to regard sterling's slide in the ERM as a crisis and were acting accordingly.

Last month's intervention was tiny compared with the billions spent monthly keeping the currency down in 1987-88.

As far as concerned, the UK's intervention in November is totally erratic.

## Stable future seen for unions

British unions will not follow the American path to "virtual oblivion" and union membership will stabilise at about 35 per cent of the workforce, according to Professor Richard Freeman of Harvard University.

Speaking at the Centre for Economic Performance he said that union representation in the UK, about 40 per cent of the workforce, remains at a relatively high historic level and will slip only slightly during the 1990s "to a level comparable to that of Germany."

"British unions have eliminated many of their restrictive practices and British employers do not have the vehement anti-union sentiment of American employers," he said.

## Gascoigne may play in Sweden

Paul Gascoigne, the England and Tottenham Hotspur footballer, could be playing first class football league by March. The midfielder damaged his cruciate knee ligaments in May's FA Cup final against Nottingham Forest at Wembley and has not played since.

And, although he has to prove his fitness to new club Lazio before May 31 for his £5.5m transfer to go through, his advisers are confident he will be back in action by March, according to reports.

That could pave the way for a place in England's European Championship Finals squad in Sweden in July.

## Art auction totals £7.24m

Christie's winter auction of important Impressionist and Modern paintings and sculpture on Monday night confirmed that the recession at the top end of the market is still severe but that salerooms are

## Schools inquiry into methods

The education secretary Mr Kenneth Clarke, pictured below, attacked "progressive" teaching methods and announced an inquiry into teaching in primary schools.

The inquiry report, expected within two months, will feed into reforms of teacher training to be announced next year.

Mr Clarke said that the child-centred teaching methods used in primary schools since

the 1980s had become "an all-embracing and dogmatic orthodoxy". They were neither manageable or effective. "Current practice hinders concentration, disguises time-wasting, lack of real learning and superficial questioning, and provides little useful contact between the teacher and the individual pupil," Mr Clarke said.

Immarsat, which is moving because it needs more space, also bought adjacent land with planning permission for 50,000 sq ft of new building. The land, bought from National Car Parks for £3m, is for future expansion.

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Inmars

## BUSINESS AND THE ENVIRONMENT

The UK water industry has embarked on a huge environmental clean-up programme, intended to make up for 15 years of under-investment before privatisation and enable Britain to meet stringent new EC directives on water quality.

The industry estimates that its improvement programme to the year 2000 will cost £280m. Investment in clean water is expected to account for 36 per cent of the total. (Most of the remainder covers sewerage and waste water treatment, to reduce pollution of beaches, lakes and rivers.)

The Water Act 1989 requires

companies to supply "whole-some" water for the domestic purposes of drinking, washing or cooking. Wholesomeness is defined by detailed regulations which incorporate all the standards of the EC Drinking Water Directive and include additional national standards. There are numerical standards for 55 parameters, ranging from aesthetic matters such as colour and clarity to the amount of bacteria, natural minerals and man-made chemicals in the water.

The first report of the government's new Drinking Water Inspectorate, released in July, pleased the industry with its conclusion that "water supplied by all companies was of high quality and much was of exceptionally high quality". Of 3.5m water samples tested during 1990, 99 per cent met the legal standards.

Most of the 1 per cent non-compliance was due to water

In the first of a series looking at environmental challenges facing the UK water industry, Clive Cookson examines investment in a clean supply

## The thirst must be quenched

2002 for their supplies to meet the required standards.

The Centre for the Exploitation of Science and Technology (Cest), based in London, recently carried out an independent evaluation of the water industry. "As far as water is concerned, the claim that the UK is the dirty man of Europe is totally erroneous," it concludes.

The quality of

drinking water and rivers compares favourably with the best in the world. The one aspect on which the UK has been backward is bathing beaches and the discharge of raw sewage into the sea via long outfalls.

Even so, the industry plans to spend about £4bn over the next 10 years directly on water treatment works and a further £2.5bn on water distribution.

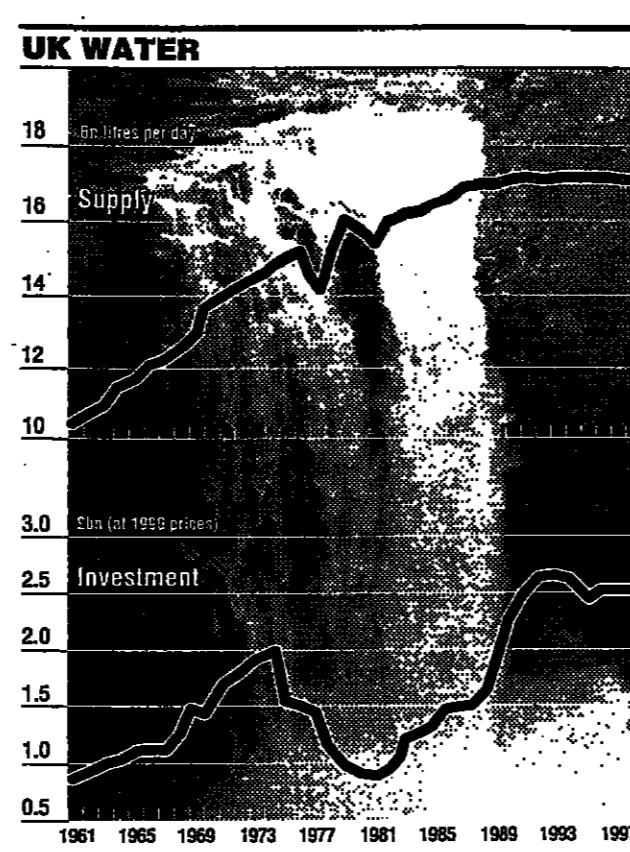
The type of treatment required depends on the source of the water. Groundwater pumped out of boreholes supplies 28 per cent of Britain's drinking water. This is rainfall that has soaked through the ground over many years until it reaches impervious rock, where it forms an aquifer. Many pollutants have been filtered out naturally, so groundwater is normally purer than "surface water" taken from rivers, lakes and reservoirs.

Water from lowland rivers generally requires the most extensive treatment.

The three most important steps in conventional water treatment are:

• Clarification. Coagulant chemicals such as aluminium sulphate and ferrous sulphate are added to make impurities come out of solution. This process produces large particles known as flocs which settle out of the water, carrying many impurities with them.

• Filtration. The water is either passed rapidly through sand and gravity filters or allowed to trickle through a "slow sand filter" with a large surface area. The latter contains micro-organisms which help to break down impurities.



Source: Cest, from data supplied by the Water Services Association and the Water Companies Association

• Disinfection – traditionally achieved by chlorination. It may be necessary to add a large dose of chlorine at the treatment station to kill all micro-organisms, and then remove excess chlorine before the water is pumped out to customers. In any case, it is standard UK practice to leave low doses of "residual" chlorine in the water, to deal with any bacterial contamination in the distribution system.

Conventional treatment is, however, unable consistently to bring pesticide levels down to the standard of one part per 10bn of water required by the EC. This is close to the limit of detection, and is known as a

"surrogate zero" or "pseudo-zero". It is equivalent to a jugful of pesticide in the whole UK water supply.

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molecular filter, made like charcoal by burning wood and similar materials. It absorbs traces of organic chemicals including fragments of pesticide molecules that have been broken down by the ozone.

Neither ozone nor activated carbon is a novelty. What is new at Kempton Park is their use in combination with traditional slow sand filters. The pilot plant is also experimenting with hydrogen peroxide, another oxidising agent which boosts the effects of ozone.

As well as destroying pesticide residues, ozone acts as a disinfectant. Ultraviolet (UV) light is an alternative technique being introduced for the same purpose. For example, Folkestone & District Water Company in Kent has just installed a Hanover computer-controlled UV disinfection system at its unmanned Drellingore pumping station. Graham Cross, the company's engineering manager, says a financial comparison showed that UV would involve higher capital spending but lower running costs than a conventional chlorination system.

Although ozone and UV reduce the amount of chlorine that has to be added to the water, the companies using these new systems still take the precaution of adding a little chlorine to their mains water. A typical chlorine concentration is one part per 10m – below the level at which most people smell or taste it.

Chlorine itself may pose a slight health risk in drinking water, because it reacts with impurities to form organic-chlorine compounds which are potential carcinogens. However, most British water engineers believe that a hypothetical slight risk of cancer is preferable to the certain risk of infectious disease with unchlorinated supplies. And they point out that most concern about chlorination originates in the US, where levels of chlorine are frequently 10 times higher than in the UK.

However, some parts of Europe – notably Amsterdam – have dispensed with routine chlorination altogether, though they monitor water quality and dose the system with chlorine if there are signs of infection.

"A lot of people in the water industry regard Amsterdam as being very brave," says Tony Rachwal, water treatment manager at Thames Water's research centre.

The series will continue next week by examining how companies are preventing pollutants from entering the water supply.

## Cloudy messages in bottled water

Elisabeth Tacey examines variations in purity

In Italy, France and Belgium each person drinks an average of 100 litres of bottled water a year; in the UK the average is nine litres. Yet how many people know that some bottled waters in Europe are not required by law to be purer than the water that comes out of their taps?

In the UK, water labelled "mineral" has to conform to the Natural Mineral Water Regulations 1985, which comply with the European Community directive on such waters drawn up in 1980. These govern what sources can be used, how the water should be bottled, what analysis should be carried out and how bottles should be labelled.

Mineral water throughout the EC has to come from a recognised spring, well or bore, and be untreated by filtration or decanting, as long as this does not change the constitution of the water. Carbon dioxide can be added or removed, but this must be specified on the label. There is a concentration limit set for each mineral.

Water that does not claim to be mineral, such as "table", "spring" or "purified", can be treated.

In the UK, these rules are only now being incorporated into law, although the Ministry of Agriculture, Fisheries and Food (Maff) says producers are already working to these standards in anticipation of them being incorporated in the near future.

"People do bottle tap-water," says Diana Anderson of the British Soft Drinks Association (BSDA). She has had inquiries from people proposing to bottle tap-water, who want to know what rules to follow.

During the last year "purified" water – filtered and sterilised tap-water – has come on to the market; the two main brands, Europure and Purafect '95, have built sales of 1.5m litres within a year.

Trading standards officers carry out spot checks on water sold in the shops, but the regularity varies according to the local authority. The source does not have to be inspected before a licence is granted for the water to be bottled and sold – information given in the application, which requires detailed mineral and organism analysis, can be considered sufficient. The officially recognised analysis does not have to be repeated, although producers are required to monitor the water and ensure the content is stable.

Maff says "the onus is on the producer" to ensure that the source and water conforms with the rules. The ministry relies on the "quite strict" Food Safety Act, which covered water as

of January 1991.

While the UK Consumers' Association calls for mineral water to be required to have a higher mineral content compared with other bottled waters, a small body of opinion in the US contends that all minerals in water are harmful and that drinking water should be distilled.

However, Ron Walker, professor of nutrition at the University of Surrey, says there is no evidence that the body cannot take up inorganic minerals. And the Food Safety Advisory Council, offering independent advice from a panel of food and nutrition experts, reckons that drinking distilled water could be harmful because it leaches minerals out of the body.

According to a survey by John Bradwell Associates, imports of bottled waters into the UK have decreased in the 12 months to June 1991 by 29 per cent. Imports of the non-mineral type, however, have more than doubled in the first half of 1991 compared with the first six months of 1990. This reveals a sharp decrease in imports of mineral water.

The Consumers' Association wants all bottled waters to be bound by the mineral water regulations – and a minimum mineral content set for those defined as mineral waters. In the US, mineral water is excluded from the guidelines for mineral content of tap-water set by the Food and Drug Administration, because the name "explicitly implies a higher mineral content", says the FDA.

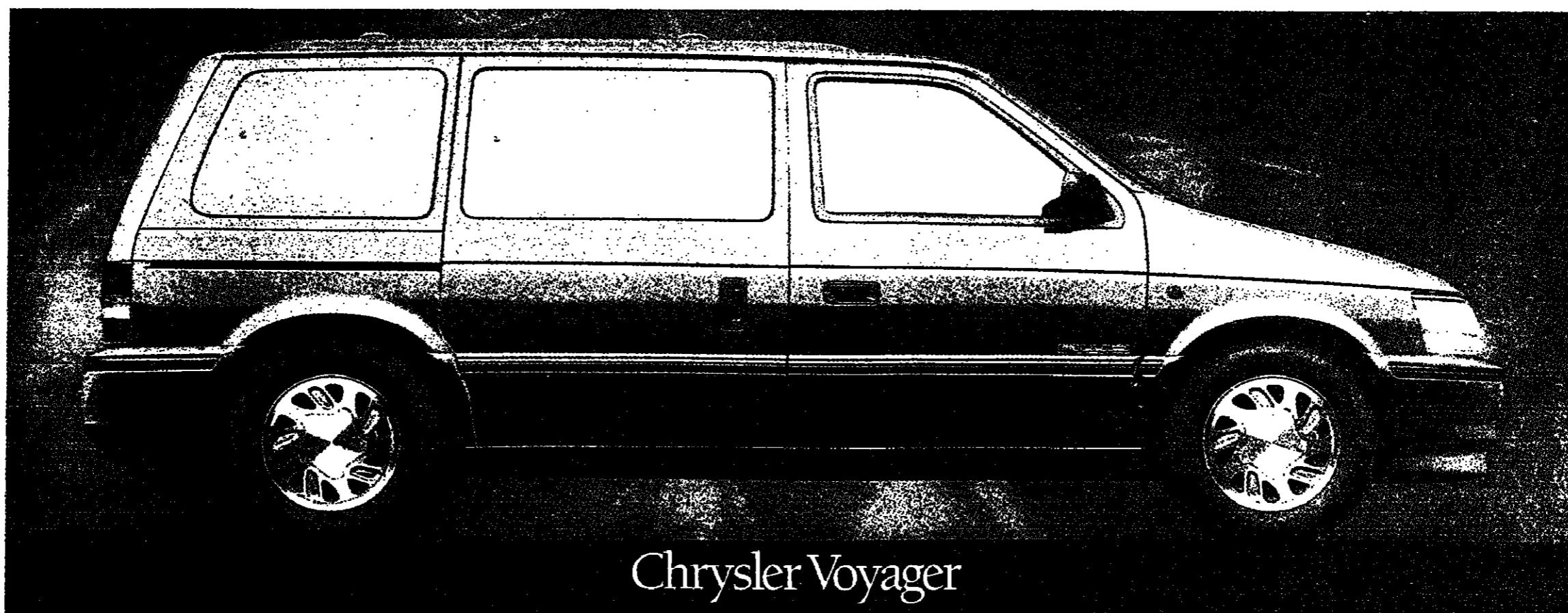
The mineral content in US mineral water must be stated and must not be above the concentrations laid down in the Code of Federal Regulations. It must also comply with similar regulations to those in the EC on purity, stability of the water content and labelling, and the producer must keep the source free of pollution and micro-organisms. Gary Campbell of the International Bottled Waters Association, the US trade body, says it has set a definition of mineral water with which its members must comply. This says the water source must have a constant mineral content higher than that of other bottled waters.

"One in six people in the US drinks bottled water," she says – and this average means that "in California and New York, people drink more bottled water than tap-water".

The BSDA says that the presence of bacteria is desirable as confirmation that the water is natural and that there has been no intervention. It argues that the tap-water count is low because it is disinfected. The microbes in natural mineral water "are of no health significance". The mineral water regulations demand that certain harmful bacteria be absent.

# An Uncommon Addition To The Common Market.

When Chrysler Corporation created the original minivan in 1984, the company introduced to the world a brand new concept: a spacious, comfortable, versatile vehicle that drove and handled like a typical passenger sedan. Over the years, Chrysler has continued to refine the original concept. Today the Chrysler Voyager features the first standard driver's side air bag of any minivan in the world. Also available are microprocessor controlled anti-lock brakes and a technologically advanced all-wheel-drive system. The Voyager's list of standard equipment is comparable to that of a luxury sedan. And the Chrysler minivan still seats up to seven people or accommodates an amazing amount of cargo. The Chrysler Voyager



Chrysler Voyager

has become the world's best-selling minivan, with over 2.5 million sold to date. Your Chrysler dealer is ready to give you a personal demonstration of all the uncommon virtues of the Chrysler Voyager.

 CHRYSLER

## MANAGEMENT

## Time to present a united front

By Christopher Lorenz

It's fast, furious and unforgettable giving the right way to integrate a newly-acquired or "merged" company?

Many experienced purchasers would certainly say so. BTR, which is just starting to digest Hawker Siddeley's former empire, operates in this fashion.

So does another successful British conglomerate, Williams Holdings, which is now eyeing the half-explored entrals of its latest prey, Racal.

But less experienced would-be players at the mergers and acquisitions game, such as British Airways and KLM, or Hoechst and Krupp, should think hard before following any particular integration formula - whether it be the conglomerates' muscular approach, or the "softly softly" style of more sensitive pur-

chasers. The "right" way to behave after a takeover or merger varies from case to case depending on a wide range of complex variables, according to a new international study.

This is because the value which can be created by any acquisition rests on the particular mix of "strategic capabilities" which need to be transferred between the two organisations involved, argue the authors of the study, Philippe Haspelagh of Insead and David Jemison of the University of Texas.

In an ultra-analytical but nevertheless helpful book about their work, Haspelagh and Jemison advise on ways to transfer three different types of capability:

- Operating resources (combining sales forces, or sharing production facilities).

- Functional skills (the way a company develops products. Such skills can take a long time for a partner to learn).

- General management skills (strategy development, resource allocation, financial control, personnel management). These can be transferred through patient coaching, or mandated for immediate adoption.

On each of these dimensions, the most appropriate integration approach depends on how inter-dependent the two organisations will have to be, against

\* Free Press. £19.95. \$29.95 in the US.

"ROGER, take your hands out of your pockets." "Don't scratch, Henry." "Michael, stop dancing around." It might have been Joyce Grenfell. But this was no nursery school, it was a Mayfair hotel in which six British managers were being taught how to give a presentation.

At the beginning of the two-day course, each was asked to give a short talk to camera. One had sweat down his back. A second gabbled, another whispered at his shoes, while a fourth stood rooted to the ground, delivering his words in a low monotone.

They were united in a desire to be more confident. All complained that as soon as they were faced with an audience, they could not explain themselves properly, were overcome by nerves or were prone to lose their thread. A manager in a construction company said that he had spent 20 years trying to avoid giving presentations, but "in the recession we have to go out and sell. These presentations are here to stay".

The key to success, said the course leader, Christina Stuart (pictured), is body language. Research has shown that almost 60 per cent of the impression that a speaker makes on the audience is visual. A further 35 per cent comes from the sound of the voice, while what the speaker says counts for a mere 7 per cent. Clearly, there is no point in staying up all night writing a speech if you do not press your trousers and do not stand up straight.

According to Stuart, of Speakeasy Training based in north London, there are a few simple rules to better presentations:

- Eye contact is the most important of all. Look for a few seconds at your speakers in all parts of the room. Do not direct your talk at your notes or at the most senior person present.

• Stand with both feet rooted to the ground. Do not shift your weight from one foot to another or take refuge behind a table or lectern, as it will undermine your authority. Do not even think about giving a presentation sitting down.

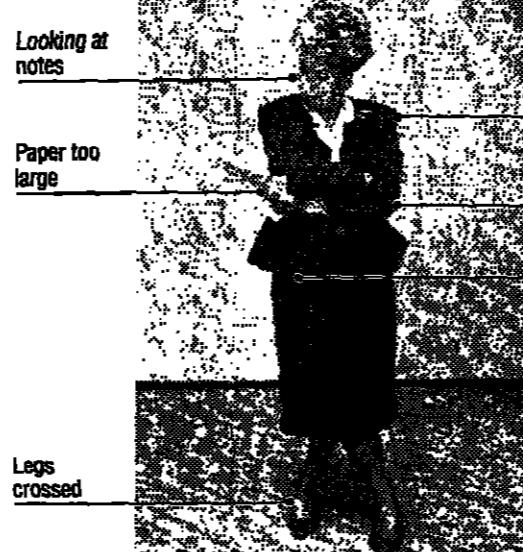
• Arms can be a real give-away. Don't jangle the coins in

## Public speaking

## First, take a deep breath

Lucy Kellaway seeks professional advice on how to project herself

## GETTING IT ALL WRONG



Locking at notes

Paper too large

Legs crossed

## Making eye contact



Slouched posture

Crossed arms

Jacket undone

Neatly buttoned up

## THE RIGHT APPROACH



Friendly look

Small cards in one hand

Standing up straight

Feet firmly on the ground

your pocket, scratch your head or push your glasses back up your nose. Instead let your arms hang by your sides, free to make gestures that use the whole arm.

• The mouth must not be turned down at the corners. Try to look happy.

• Arms can be a real give-away. Don't jangle the coins in

your pocket, scratch your head or push your glasses back up your nose. Instead let your arms hang by your sides, free to make gestures that use the whole arm.

• The mouth must not be turned down at the corners. Try to look happy.

• Men should have their jackets buttoned up.

ets on, trousers pressed. The

inside button of a double-breasted suit should be done up.

Dress badly and your audience will conclude that you have no attention to detail.

• Vary both the volume and

the pitch of your voice and the speed of delivery. Breathe

deeply.

analysis, marketing dynamics and planning.

Phase one comprised the week-long training session in the Duna hotel, while the second, six-week phase involved four teams of Tungsram managers undertaking real-life projects like working out how to improve margins or which product lines to focus on.

The final phase, under way now, will see the teams presenting their projects to senior management in workshops - with a commitment from George Varga that good ideas will indeed be implemented. So far, the programme has gone well, although initially the Tungsram managers were a little apprehensive. "It was a slow start," admits Thorne.

Conheady contends that "the hidden advantage" of GE's Hungarian acquisition "has been the calibre of the people." Lending weight to his statement, one of the Tungsram management teams on the training course notched up a record high score on the Morkovs computer programme.

## Casting light on capitalism

Paul Taylor looks at a course for east European managers

In mid-October, 31 middle managers from Tungsram, the Hungarian lighting manufacturer, gathered at the Duna hotel just outside Budapest for their first-ever training session in that most capitalist of concepts - marketing.

The five-day programme was organised by Strat\*X, an international consultancy group specialising in computer-based training systems, on behalf of GE, the US industrial conglomerate which acquired a controlling stake in the Hungarian company two years ago.

The Tungsram managers, chosen for their relative mastery of English, were the first of several hundred expected to take part in the specially designed marketing course.

GE's acquisition of the Tungsram stake was one of the biggest and boldest investments by a western company in eastern Europe following the collapse of communism.

In Tungsram, GE acquired a solid manufacturing company founded 95 years ago with a good reputation for

innovation, 10 plants straddling Hungary and Austria, 17,000 employees and 7 per cent of the growing European market.

However it was also a company without any clear strategic direction - 40 years of state ownership had taken its toll. To stem the company's losses and get the manufacturing process right, the US parent installed a new senior management team led by Hungarian-born George Varga as chief executive, cut the workforce substantially and began to rationalise the product line.

After visiting Tungsram in the summer Thorne suggested a tailor-made three-part training course, believed to be the first of its kind run in eastern Europe. "Tungsram was always very successful in technological and production terms and earned

an enormous amount of respect from its competitors," says Thorne.

"But it was weighed down by bureaucracy and the burden of producing to a state-imposed plan. We wanted to help the Tungsram managers develop a shared vision and strategy and to enhance their skills in the fundamentals of strategic marketing."

Thorne also realised that a course based heavily on US examples would be unpalatable. "We could not tackle this as though we were bringing the great wisdom of the capitalist world to these eastern European managers and executives," he says.

The course he designed covered the basic marketing disciplines, including profitability analysis, pricing strategy, customer and competitor

## FT LAW REPORTS

## Writ can be served on reinsurer in Johannesburg

OVERSEAS UNION INSURANCE LTD AND OTHERS v INCORPORATED GENERAL INSURANCE  
Court of Appeal  
(Lord Justice Parker, Lord Justice Stuart-Smith and Lord Justice Mann)  
November 25 1991

A CLAIM by insurers identifying reinsurance contracts under which they allege monies are due to them is sufficient to show a good arguable claim in contract for service out of the jurisdiction without detailing the amounts due to each insurer. And in deciding whether it sufficiently appears that the case is a proper one for service out the court is not required to ascertain whether the reinsurer's defence of illegality may be effective to extinguish his alleged liability.

The Court of Appeal so held when allowing an appeal by the plaintiff insurance companies, Overseas Union Insurance Ltd and others, from Mr Justice Gatehouse's decision setting aside issue and service of a concurrent writ on the defendant reinsurer, Incorporated General Insurance Ltd, in Johannesburg.

Lord Justice Parker said that by a writ dated April 6 1988 the seven plaintiff insurance companies instituted proceedings against the defendant, a South African insurance company, for money allegedly due under five reinsurance contracts.

The plaintiff were members of the Accolade Pool which comprised Singapore, Finnish, Icelandic and Cayman Islands companies.

Neither the defendant nor any of the plaintiffs, save one, were authorised under section 3 of the Insurance Companies Act 1974, to carry on insurance business in Great Britain. One plaintiff was authorised in respect of certain classes of business.

The plaintiff were granted leave to issue a concurrent writ and to serve the defendant at its address in Johannesburg.

The defendant applied for discharge of the order and for a declaration that the court had no jurisdiction.

Mr Justice Gatehouse ordered that issue and service be set aside, and granted the declaration sought. The plaintiff appealed.

The writ alleged that five reinsurance contracts had been made between the plaintiff acting through Accolade Underwriting Agency (AUA) and the defendant, and that the defendant had failed to pay sums due under those contracts.

The contracts were identified by description and period. The total amounts alleged to be due were £210,528, \$583,390 and Can\$18,332.

The affidavit filed in support of the application for leave alleged that each of the plaintiff had given AUA, a Guernsey based company, authority to accept insurance and reinsurance business on its behalf, and to place reinsurance contracts protecting the risks accepted.

It also alleged that Accolade Underwriting Managers (AUM), a London based company, had acted as agent for AUA in placing reinsurance contracts protecting the risks accepted by AUA.

The affidavit identified the five contracts and exhibited the cover notes. It asserted an express or implied term of the contracts that premiums and claims should be paid in London, and that demands for payment had been made without satisfactory answers.

On the basis of the writ and supporting affidavit there was sufficient ground for the original ex parte orders to be made.

On the application to set aside there was a considerable body of further evidence.

The defendant's case was that the plaintiff had not established to the required standard of proof that the claim fell within any of the heads of RSC Order 11 rule 1; and it said, England was not the appropriate forum.

In *Metall and Robstoff* [1989] 2 WLR 563 Lord Justice Slade said a plaintiff seeking leave to serve out of the jurisdiction must show first, that he had a "good arguable claim on the merits"; that there was a strong probability that the claim fell "within the letter and spirit" of one of the sub-heads of Order 11 rule 1; and third, that England was not the appropriate forum.

The plaintiff's case was that there were no breaches of the Act, and that if there were, the contracts were nevertheless valid and enforceable.

There were thus issues of fact and of law involved. The legal issues stemmed from *Bedford Insurance* [1985] 1 QB 266 and its endorsement order in *Phoenix*.

The plaintiff's case was that the plaintiff had not satisfied the first requirement

because first, they had not shown a good arguable case on the merits for the amounts due to them since no particulars were given showing the details; and second, the underlying insurances in the case of six of the plaintiff were prima facie illegal as having been made and carried out in London in breach of the 1974 Act, and there could therefore be no recovery under the reinsurance in the light of *Phoenix* [1986] QB 216.

He held there was a strong probability that the claim fell within Order 11 rule 10(2)(iii) in that the contracts were by implication governed by English law; and that England would be the most appropriate forum.

The plaintiff challenged the conclusion that they failed to make out a good arguable case on the merits.

There was no dispute that the contracts had been made. Each was identified and the amount claimed under it was stated.

In the correspondence leading up to issue of the writ the defendant said no more than that the amounts claimed did not tally with their records. It was not suggested that nothing was due.

There was plainly a good arguable case that moneys were due under each of the five contracts. That appeared to be hardly disputed.

The plaintiff had produced evidence that they were contracting parties and that moneys were due. That was enough.

With regard to illegality, section 2(1) of the 1974 Act provided that no unauthorised person should carry on insurance business of specified classes in Great Britain. By section 11 anyone who did so was guilty of an offence and was liable to imprisonment or fine.

The defence sought to be set up by the defendant was that the plaintiff in respect of the underlying insurance and the reinsurance were guilty of criminal offences.

The plaintiff's case was that the plaintiff had not breached the Act, and that if there were, the contracts were nevertheless valid and enforceable.

There were thus issues of fact and of law involved. The legal issues stemmed from *Bedford Insurance* [1985] 1 QB 266 and its endorsement order in *Phoenix*.

The plaintiff's case was that the plaintiff had not satisfied the first requirement

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For the Plaintiff: Peter Goldsmith QC, David Railton and Andrew Burrows (Stephenson Harwood)

For the Defendant: Anthony Clarke QC and Simon Haynes (Clyde & Co.)

• Do not say "er", "um", or "I mean". A silence while groping for the right word is better.

• When planning the speech, think about who you are talking to. Remember that the audience will not necessarily be listening - so be clear. Try writing down the aim of the talk in one sentence. Choose just a few points. Recap. Give examples to illustrate what you are saying. Say at the outset how many points you are going to make. Sum up briefly and conclusively. "Tell 'em what you're going to tell 'em, and then tell 'em, you've told 'em," says Stuart.

• Make notes on cards, rather than large pieces of paper, and then improvise around them. Rehearse out loud, imagining that you are doing so to someone who loves you.

Stuart's six students spent two days trying to adapt to these principles and criticising the attempts of the others. The result? All six were standing with both feet on the ground, with their jackets buttoned up, and holding bundles of small cards. "I've got over some personal hang-ups," said one. "I've learnt to be more expressive," said another. "I'm amazed at how much is in it, feet, hands, eyes, voice, pitch," said a third.

If their eyes were darting unnaturally around the audience and if some of their hand gestures looked alarmingly contrived, that was only to be expected. According to Stuart, you need

## TELEVISION

*Why this mindless pandering to 'yoof'?*

**M**ore and more television journalism appears to be aimed at children, or "kids" as they are called with cloying mieness by the 40-year-olds who run the "yoof" industry. Worse, much of this journalism assumes that "kids" are not only young and therefore lacking experience of life, but that they are without exception stupid, uneducated, and unable to concentrate on anything for more than 45 seconds. Worst of all is the assumption that "kids" simply won't stay with a programme unless you dub in a disco beat of mind-numbing monotony. So far as television's yoof departments are concerned the young people who pack the promenade floors of the Albert Hall or sixth form debating societies simply do not exist. If you are a teenager then so far as the yoof merchants are concerned, you must be as thick as two short planks and obsessed with pop music.

Of course that is not the whole story. In the week that saw the transmission on BBC2 of the final programme in *Norma Percy's outstanding series The Second Russian Revolution* it would be disgraceful to pretend that there are no exceptions. This was one of the most electrifying bits of television journalism I have ever seen. Virtually everybody who was anybody on either side of the attempted coup against Gorbachev was interviewed, from the former KGB chief Kryuchkov who explained "We put extra guards round Gorbachev's villa than cut off all his phones" to the man who climbed up onto the tank as Yeltsin made his inspiring speech of defiance, and who smiles ruefully at the camera as he remembers worrying about dirtying his white shirt.

This is a remarkable enough programme considered solely as a historical document: it is as though we possessed a film from 1917 showing us not only what Lenin, Stalin and Trotsky had to say at the time, but also detailed explanations from Kerensky, Protopopov and Tsar Nicholas of precisely what they were doing. The "description" by one of those present of Gorbachev, Raisa and their children sitting on the floor of their dacha gao, desperately turning the little Sony radio with the fading batteries to improve reception and hear what was happening in Moscow, is utterly gripping. But in addition to the history the programme rises to an enthralling crescendo of drama with the shared description from many of those involved in the race to the dacha to find Gorbachev before the leaders of the coup and their heavies could spirit him away.

Much of this might be conveyed in a book, but when the account of Gorbachev's return to Moscow is illustrated with shots of Raisa, armed with a machine gun, peering nervously out of the door of the Aeroflot jet to see which side has control of the airport, you realise how much better served by newsreels future generations are going to be than we

have been. We may tell ourselves that the storming of the Winter Palace in 1917 really did look the way it appears in those familiar bits of film, but it seems all too likely that the fine directorial hand of Eisenstein lies behind them.

Now was this the only impressive piece of television journalism on screen last week: there were others in slots as disparate as *Bookmark* and *Equinox*. The point is not that all good journalism is disappearing from television, but that an awfully large proportion of the new stuff seems to be of the "mindless kids" variety.

The trend became noticeable some time ago with series such as *Network 7* which mixed pop music, a "tabloid" approach to journalism, gossip, and fashion with on-screen stunts. Not every new series has taken up every constituent of that formula (and the tediously unhelpful visual styles with irrelevant colour washes, cameras on their sides, ribbon captions fighting the pictures for attention, and all the other malarkey so beloved of directors) has been largely abandoned, happily. However, a lot have adopted some of it.

The most obvious inheritor is *The Word* which is shown twice a week on Channel 4 and combines pop music with studio chat, occasional outside reports, and on-screen stunts. Last week there was chat with *Carry On* actress Barbara Windsor and a group called Right Said Fred, an American reporter took a camera crew to a hen party in Redditch, pre-

senting Terry Christian interviewed and reported on a comedian named Chubby Brown who specialised in such an extent in foul language that nobody will employ him on television, and a doctor in the studio injected a young woman's lips with collagen, a technique now popular with American wannabes who currently all wannabe like the young Bridget Bardot or Mick Jagger (though naturally they don't see in quite such historic terms) with those thick protuberant lips.

In *The Word* journalism seems to be seen solely in terms of entertainment. The same is not true of *DEF II - Reportage* on BBC2 which appears to have more serious ambitions. Last week's programme concentrated on crime among young people, reporting from the US and commissioning an opinion poll on attitudes to crime (78 per cent of young people think the penalties for joy-riding are far too light). This was a sensible enough subject for the series, but the way in which the programme is put together makes you wonder about the producers' vision of their target audience.

On the one hand each part is kept very short as though the attention span of a dragonfly is assumed to be the norm. On the other hand a large proportion of the information is contained in a form which any producer will tell you causes trouble even with educated and dedicated adult audiences in Britain: subtitles. It is hard to believe that the BBC really

imagines that the audience which wants the bang-bang-bang-bang-beat which they dub onto this programme is also the audience which wants to read long screen captions.

Even *DEF II* does not fit from item to item quite as fast as BBC1's most recent wildlife series *Life* which on Monday this week dealt with bees, bats, black rats, turtles, holy cows, naked Jain monks, storks, fruit bats, catfish, finches, falcons, cats, scarabs, sheep and snakes (Italian and American) in 28 minutes. A similar approach is taken by Channel 4's newish archaeology series *Down To Earth* which bounces like a ping-pong ball from Greek bas reliefs to English gold bracelets, from a fern land to fairy tales about King Arthur, terrified, it seems that we might be saying "Good grief this item has already lasted 55 seconds let's switch over and find something more pacy". Incidentally, why did the makers of *Down To Earth* imagine that we might want to hear pop singer Billy Bragg on the subject of the Cerne Abbas giant? His remarks were banal and the most interesting thing he could have told us is how he was wearing knee length culottes.

Channel 4's *4-Thought* decided that the best way to deal with the problems of Maastricht was to mount a spoof game show with a panel of seven "competitors" who were quite unrepresentative of the British population, as was shown by the show's own tele-



On-screen stunts, pop music and chat: *The Word* presenters Amanda de Cadenet, Terry Christian and Katie Puckrick

phone poll, and who never actually had to compete for anything. When Channel 4 launched *Europe Express* last year their report from Vienna was firmly stuck to *The Third Man* with zither music, a reporter standing in Harry Lime's famous doorway and an interview on the big wheel. So guess what *Schofield's Europe* decided to do for their Vienna

report last week? Right: zither music, same doorway, big wheel, the lot. Sacher torte too, of course.

There is no reason why those who prefer their journalism tabloid should not be served by television as well as the press, though it is worth remembering that for decades *World In Action* has been producing that you can produce popu-

lar and easily accessible television journalism with an entire half hour devoted to one subject and not a hint of a disco beat.

The question is how much of the new yoof material we need, and whether it is beginning, as I suspect, to be seen by broadcasters as a valid substitute for the real thing.

Christopher Dunkley

*Design for Living*

## RICHMOND THEATRE

There were not many people at the Richmond Theatre on Monday. The theatre, which was not a bad place to start with, has been lavishly refurbished. Richmond has one of the highest Iqs per head of population in the country. *Design for Living* is one of Noel Coward's best plays. The Glasgow Citizens' Theatre, whose show this is, has a reputation of being among the best regional theatres in Britain.

The dress circle where I sat was half empty. From there, the limited view of the front stalls suggested that they were even emptier, and there was not much laughter either.

Yet perhaps the people of Richmond were right to stay away: this is an almost unspeakable production. Coward's play depends on style and wit. The style has been eliminated and some of the best lines omitted. *Design for Living*, you may remember, is about a *ménage à trois* extended over time. Gilda, the designer, loves both Leo, the playwright, and Otto, the artist. Leo and Otto also like each other, but can't have Gilda together. The comedy is that they tend to turn up at inconvenient times. It is the eternal triangle. None of the trio much likes outsiders.

Over the years they flit from Paris to London to New York, Gilda sometimes seeking to escape in the end, they fall back into each other's company: artists and free spirits defying the respectability of the world around them. If the original play has a fault, it is that the design is not perfect: understand the design and you can guess what is coming.

Still, there are pleasures to be had in a train running smoothly and on time. The Glasgow production has none of that. Part of the scene where Gilda is dining alone and Otto turns up to join her is omitted. That means losing one of Coward's most characteristic exchanges. Otto: "Funny, how much in love with you I was."



Laurence Rodic and Roberta Taylor

Gilda: "We'll have a good laugh about that when you've finished your pudding."

The dropping of Coward's jokes, however, is as nothing compared to the dropping of Coward's style. Not only do his original characters speak well; they also dress well. Philip Prowse's direction has been ill-fitting clothes, nearly all black or white, whether dressing gowns or suits. The smart sets are reduced to a vulgar display of bottles and drinking sherry and brandy from the wrong glasses. Perhaps there is irony here: it is not the irony intended by Coward. In short, it is downright perversity.

Probably the citizens of Richmond are right to stay away, though they must have had very

superior intelligence to know that in advance. One comes back to the mis-match. Here is a lovely theatre in the heart of educated suburbia, a company with a reputation and one of the finest of English comedies. Yet nothing in this production brings the components together. There must be some lesson to be drawn when people fail to turn up, even out of curiosity.

The only credit goes to Roberta Taylor as Gilda who looks by her detachment as if she wished she were playing under better leadership. As an approach to theatre, the performance as a whole is close to suicidal.

Malcolm Rutherford

The Henry Moore Foundation in

conducts the City of Birmingham Symphony Orchestra and Chorus in Verdi's Requiem, with soloists Andrea Gruber, Luciana D'Intino, Dennis O'Neill and John Tomlinson, repeated on Sat, Fri and next Wed: Handel's Messiah (021-212 3333)

## ■ COLOGNE

Philharmonie Tonight, starting at 23.30, there is a special midnight concert heralding tomorrow's 200th anniversary of Mozart's death. Tomorrow at 20.00: Helmuth Rilling conducts a Mozart 1791 programme. Fri: Arturo Tamayo conducts world premiere of Niccolò Castiglioni's new orchestral work. Sun at 11.00: Valery Gergiev conducts the Gurzenich Orchestra in Prokofiev's Seventh Symphony. Sun at 20.00: Handel's Messiah (2801).

Opernhaus The repertoire is currently restricted to Hansel and Gretel (tomorrow), Jochen Ulrich's Tanz Forum production of Romeo and Juliet (Fri) and Die Zauberflöte (Sat and Sun), with further performances next week. The only other repertoire this month is Mozart's Entführung on Dec 25 and 28 (221 8400).

Schauspielhaus Torsten Fischer's new production of Schiller's The Robbers opens on Fri, also next Tues. Strindberg's Miss Julie can be seen at the Kammerspiele on Sat and Mon, and Jean Genet's Les Bonnes (The Mails) in the main theatre on Sun (221 8400).

■ FRANKFURT

Alte Oper 19.30 Krzysztof Penderecki conducts the Frankfurt Radio Symphony Orchestra in Shostakovich's Sixth Symphony

and Penderecki's Violin Concerto, with Christiane Edinger, repeated tomorrow and Fri (167000)

■ GENEVA

Victoria Hall 20.30 Kazimierz Kord conducts the Orchestre de la Suisse Romande in Beethoven's Coriolan overture, Sibelius' Violin Concerto with Joshua Bell and Szymanowski's Stabat Mater (292511)

■ GENOA

Teatro Carlo Felice 20.30 Fabio Luisi conducts Otto Schenk's production of Un ballo in maschera, with a cast led by Giuliano Cianelli, Paolo Gavanelli, Katerina Ikonomou and Viorica Cortez. Further performances, with alternating casts, on Fri, Sun afternoon and next Wed (589325)

■ GOETHE

Konservatorium 19.30 Neeme Järvi conducts the Gothenburg Symphony Orchestra in Mozart's Masonic Funeral music, Piano Concerto No 20 with Tatjana Nikolajeva and Nielsen's Sixth

Symphony. Repeated tomorrow and Fri (167000)

■ HAMBURG

Staatsoper Marco Arturo Marelli's new production of Così fan tutte can be seen tomorrow, Sat and next Tues, conducted by Karita Mattila, Susan Gultmeyer, Deon van der Walt, Boje Schkovs and Tom Krause. John Neumeier's production of Sleeping Beauty will be given on Fri, and Siegfried Jerusalem sings the title role in Bob Wilson's staging of Parsifal on Sun (351555)

Deutsche Schauspielhaus

Tonight at 19.30: Wilfried Mink's new production of Chekhov's The Cherry Orchard, in a new German translation by Andrea Clement. Michael Bogdanov's production of Shakespeare's Romeo and Juliet. Sun: first German production of Brian Friel's Dancing at Lughnasa. Alan Ayckbourn's Absent Friends, in a new production directed by Ulrike Maack, is being given a series of morning and afternoon performances at Kampnagel over the next three weeks, starting at 11.00 on Fri (248713)

■ LEIPZIG

Kurt Masur and the Gewandhaus Orchestra mark the bicentenary of Mozart's death tomorrow with a concert in the Gewandhaus at 20.00, featuring the Requiem and the Piano Concerto No 27, with soloist Michael Schönherr (7132 252). Lothar Zagrosek conducts Die Zauberflöte at the Opernhaus on Fri, and Eva Marton sings the title role in Tosca on Sat (7168 273)

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■ GENEVA

# FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL  
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Wednesday December 4 1991

## Major and the social charter

IT HAS long been evident that social policy will be one of Mr John Major's biggest problems at the Maastricht summit.

Ever since Mrs Thatcher, in December 1989, refused to sign the EC social charter, Downing Street faith that implementing it would amount to "socialism by the back door". Having fought for every trench in ministerial council, Britain now faces a flanking manoeuvre to bring new areas of EC employment policy within the zone of qualified majority voting, thus rippling the back door's effects.

Mrs Thatcher and Mr Major have been right to resist much of what is proposed in Brussels. The EC may have stopped worrying about Eurosclerosis, but it still has, compared with key competitors, a rigid labour market and one whose ability to import flexibility, via immigration, is under challenge for other reasons. It is of pre-eminent importance, as the community grapples with economic convergence and the rigidities of fixed exchange rates, that it does not also saddle itself with labour market rules so tight that differences in economic performance express themselves increasingly as unemployment. An over-regulated EC labour market means weaker members states cannot compete on the basis of cheaper labour costs and makes it harder for more marginal workers — the young, less-skilled and those who are only able to work part-time — to get jobs at all.

There are a number of reasons, however, why the UK's lone stand may no longer be the best way of prosecuting this case, of which the most obvious is that it will not succeed in Maastricht. Mr Major wants a deal; he cannot have one if he insists upon a blocker's charter for Britain on all social questions save those pertaining to health and safety.

### Positive reasons

But there are also more positive reasons for a new stance. A Britain constructively engaged in the social debate is more likely to influence its detailed evolution; good pointers are the way the UK has fought for the single market and the enhancement of competition policy.

## Takeovers, Euro-style

THE EXCESSES of the takeover boom of the 1980s were no great advertisement for the Anglo-Saxon market in corporate control. But the abortive merger talks between continental European tyre giants Pirelli and Continental does not suggest these things are handled better elsewhere.

After the announcement this week of Pirelli's retreat, excess capacity in the tyre market will continue to be a nagging problem for leading companies in the industry both in and out of Europe. The combatants look weaker at the end of this acrimonious courtship and the employees have good reason to worry about where their employers are taking them.

As for the shareholders, the battle has revealed once again the high price that minorities are often obliged to pay for their participation in markets dominated by insiders. It was a long and dirty fight from which few emerged with credit.

The case that is often made for a German-style capital market rests on the assumption that the absence of pressure from predators' shareholders provides a more helpful climate for long-term investment decisions in which banks, related firms and employees all play a constructive part.

There is a predisposition in Germany to place emphasis on product quality and market share rather than shareholder value. Dividend payout levels tend to be around a third of those that apply in Britain; and the evidence suggests that German companies are far more inclined to cut the dividend in hard times than to reduce capital investment.

### Great merit

Whether this system, in which ownership and control rests in most cases with insiders, is quite as consensual as it is sometimes made out to be is a moot point. Its great and widely acknowledged merit is that the banks will stand by their clients in bad times and play a more active part in corporate restructuring than their Anglo-Saxon equivalents. The drawback is that it appears to deliver slow or ineffective answers to problems of overcapacity or industrial decline, especially when

**I**f there was a day on which the Soviet Union could really be said to have ceased to exist, it was yesterday. On that day, the result of the Ukrainian election struck home to the world and to the states of the former union. Any notion that recognition of the new republic of the Ukraine would be withheld in favour of continuing support for the "centre", and for President Mikhail Gorbachev, disappeared. Mr Gorbachev himself appeared on nationwide television to warn of "catastrophe" if the disintegration already under way were to take place. Even India, long a loyal friend to the Soviet Union, announced it was establishing direct ties with the Soviet republics because of "increasing problems in mutual relations" with the centre. In Havana, President Fidel Castro said gleefully that "we are witnessing a catastrophe in the Soviet Union. It is our duty not to copy something that is not needed by anyone".

Mr Gorbachev's appeal to the republican parliaments to sign the union treaty, repeated on television last night, used the same, inflated language as did his foreign minister, Mr Eduard Shevardnadze, and his "prime minister" (chairman of the Inter-republican Economic Committee), Mr Ivan Silayev. All have warned of coups, inter-republican and inter-ethnic conflicts on a grand scale, even the threat of nuclear exchanges. Economic disaster is treated as so obvious it hardly needs to be mentioned. It is hard to see how much more blood-curdling they can be in their pursuit of the union treaty — now agreed in principle (but not even finalised) by only seven of the 12 republics, and awaiting ratification by the parliaments to whom Mr Gorbachev directed his appeal.

It will fall on ears already deafened by such rhetoric over many months, and on legislators who, in many republics, regard the union as something to flee from. The Ukraine is in the first flush of its independence, has recognition from Canada and will get it from the US and the western European states. Moldova and Georgia pursue their own, increasingly independent and (in Georgia's case) bloody routes to independence. And while the other states may be prepared to give grudging assent to a confederation, they are now being forced into an independence they do not want by the actions of Russia: the republic that is much the biggest in the disintegrating union has embarked on its own course of economic reform, leaving what is left of the central institutions as its levers.

In principle, however, there is no reason why the EC 12 should not agree that no worker should be forced to work more than, say, 48 hours a week, and, equally, that no worker should be prevented from exercising his freedom to do so. This would have the effect of stating a sensible guideline, while leaving member states free to incorporate it into national law and practice.

The same goes for the managerially desirable goal of encouraging companies to communicate with their workers.

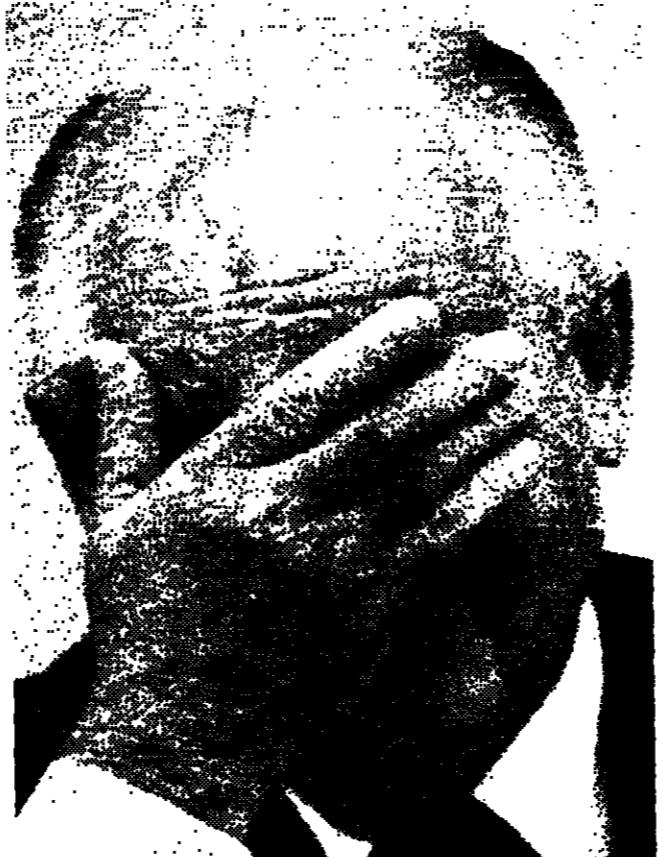
It is time for Britain to look the bogeyman of the social action programme in the eye and say: "booo!"

Foreign experts working with the new Russian government, headed by President Boris Yeltsin, say they are shocked by the extent to which Mr Gorbachev has disappeared from the day-to-day calculations of power: "he hardly exists," said one yesterday. Away from the kindly support of fellow presidents such as Mr George Bush or Mr Francois Mitterrand, Mr Gorbachev appears shrunk, his appeals a thin wall against a howling wind. Even the supportive Mr Nursultan Nazarbayev, newly elected as president of Kazakhstan, said on Monday that Kazakhstan was prepared for full autonomy if the union could not be made to hold.

How likely is it that we will see a man or men on white horses, riding in to save the Soviet Union from implosion and explosion? Mr Gorbachev, in an interview with *Literatur-*

**John Lloyd says  
Ukrainian independence  
is the end for Gorbachev**

## USSR RIP



Gorbachev, maker of history: nothing to look forward to

This is a pity, for Mr Gorbachev's warnings are more than mere rhetoric. It is clear that the Soviet Union stands on a terrifying precipice and — given its size and its arms — it could drag much down with it if and when it falls. A second, perhaps better executed coup is seen as unlikely only because of the scale of repression which would presumably have to be organised if the coup leaders tried — as the last ones did — to restore the pow-

ernya Gazeta, said that "perhaps they are even organising one [a coup] now" — and speculated that it would come from the military-industrial sphere, or from the now formally banned Communist party. In his briefing yesterday, Mr Andrei Grachev, the presidential press spokesman, spoke of the danger of the army "becoming the instrument of unconstitutional political forces which may be revived". The military is in a feverish

**Mikhail Gorbachev has not been able to escape the iron law of politics — that every politician's life ends in failure**

ers and authority of the union. Yet such leaders could take their text from Mr Gorbachev himself. If the present scale and speed of disintegration is really leading to the consequences which he forecast last night, if the rest of the world is now in the kind of danger which he says it is, then it would not just be a patriotic duty to restore order, but an "internationalist" one as well, in the proper sense of that word.

How likely is it that we will see a man or men on white horses, riding in to save the Soviet Union from implosion and explosion? Mr Gorbachev, in an interview with *Literatur-*

state. There has been no post-coup purge of any dimensions: officers who were sympathetic to the aims of the coup remain in place, or have been moved sideways. Not yet able to cope with the effects of being pushed out of central and eastern Europe, it faces demands from a number of republics — the newly independent Belarus, but also Ukraine, Georgia and Azerbaijan — that it hand over its bases and property on their territory and push off. On Monday, Mr Czeslaw Stanikiewicz, chairman of the Lithuanian Supreme Soviet, ordered an immediate transfer of assets from the armed forces to his republic and suggested it was

no longer compulsory for the Lithuanian authorities to supply military bases with water. He was speaking after the adoption of a law on "the unlawful possession by Soviet armed forces of property on the territory of the Lithuanian republic".

This is courting conflagration, and the army, cowed since the coup, has begun to answer back. Two weeks ago, a statement from the ministries of defence and internal affairs warned that any attacks on bases anywhere, would be fought off with the use of force, a line which contradicted the earlier emollient of Mr Yevgeny Shaposhnikov, the defence minister, and suggested that he is not fully in control.

The question of control — as Mr Gorbachev put it last night, the crisis of the state — underlies everything. The evaporation of power at the centre has not meant that it has passed to the republics. Even the apparently dominant figure of Mr Yeltsin is now being challenged, (though so far not formally) by his own vice-president, Mr Alexander Rutskoi.

Mr Rutskoi, opposed to rapid price liberalisation and favouring a crackdown on rebellious Russian republics, displays an itch for the kind of amateurian populism which Mr Yeltsin has been accused of in the past but has in fact rarely shown. The man most often seen as an alternative Russian president, Mr Anatoly Sobchak, mayor of St Petersburg, is now under fire in his own city; he and his wife are accused of luxurious living as the city grinds by on ration cards. Mr Sobchak, in Paris this week on an official visit, said that he was helpless before the activities of the mafias who control the markets.

In other republics, leadership is either driven by a still surging nationalism, as in the Baltics, Moldova, Georgia and now Ukraine; or it is in the grip of the old communist bosses repainted, as in Central Asia and Azerbaijan. This last is a state of affairs which gives stability, but only so long as new forces — especially Moslem groups, with which the old communists are seeking to ally themselves — are too weak to properly challenge them.

Winter has officially begun this week. The weather, mild for Russia, begins to turn colder, the snow begins to lie. The queues are longer, food more scarce, the volume of complaint much louder. Serious clashes, with loss of life, now occur almost daily in Azerbaijan, Armenia, Georgia and Moldova. In Moscow and other cities, Soviet citizens from southern republics, distinguished by their darker skins and Asiatic features, are reviled as thieves and cut-throats, and told to go back to their independent states.

The tense, nervous man who appeared on Soviet television last night to talk of catastrophe was Mr Mikhail Gorbachev, Man of the Decade, Nobel Prize winner, maker of history. He has not been able to escape the iron law of politics — that every politician's life ends in failure. Indeed, he has come to be dominated most mightily by the huge forces he has set free. It is a personal, as well as a national, tragedy. The rest of the world now hopes it will not become an international one — and wonders what to do.

**Marxism  
yesterday**

**Malcolm Rutherford on a magazine whose time has passed**

**T**he final issue of *Marxism Today*, known until very recently as "the theoretical and discussion journal of the Communist party", appears this morning. As had become its wont, it is a glossy affair with articles by intellectuals such as Mr Eric Hobsbawm and Mr David Marquand and farewells tributes by Sir Peregrine Worsthorne, the former editor of the Sunday Telegraph. You can probably buy it at WH Smith, which indeed is where the magazine made its breakthrough on to the respectable bookstands in 1986.

Not too much significance should be read into its departure. Mr Marquand, editor of the liberal *Today*, merged with the New Statesman and has practically disappeared within it. The latter was abandoned by the BBC in its pursuit of some- matics. If you think that is a small matter, ask yourself where you might now expect to see the text of the *Marxist Lectures*, once a hallmark of intellectual life. The old *Marxist Programme* talks disappeared long ago.

New Society, first edited by the Liberal Tory Sir Timothy Raison, merged with the New Statesman and has practically disappeared within it. The latter was abandoned by the BBC in its pursuit of some- matics. If you think that is a small matter, ask yourself where you might now expect to see the text of the *Marxist Lectures*, once a hallmark of intellectual life. The old *Marxist Programme* talks disappeared long ago.

Last year *Encounter* disappeared as well. That was in many ways the most significant loss of all. An English-language intellectual monthly, it was as likely to be read in Japan and the mid-west of the US as in Britain. Some debates — such as Anthony Crosland on the future of socialism or Nancy Mitford on "U" and "non-U" — might never have taken place in such a lively form without it.

**E**ncounter folded for lack of funds. It was almost saved at the last minute by an American institution which then backed out because there was not even a small financial contribution forthcoming from Europe. *Marxism Today* wound up because it was an idea whose time had past. The two magazines had completely different ideologies, yet they had one thing in common: they were papers for which intellectuals could write freely, not necessarily of great length, but longer than they could in a newspaper and reaching a wider public than through an academic journal.

Some of the literary reviews, such as the New York Review of Books and the revamped Times Literary Supplement, try to plug the gap. But there is a limit to what can be done in book review form, and large numbers of subjects will now be uncovered in the traditional form of the intellectual magazine for general readers. The main sufferer will be politics in its widest sense. Writers like Mr Hobsbawm and Mr Marquand have lost their outlets. One wonders who will pick up the baton and create a new international *Encounter* Today.

### Waiting in the wings

■ One of Downing Street's grandest appointments, special adviser to the prime minister on foreign affairs, is to go to Sir Rodric Braithwaite, the modest, musical diplomat who has been ambassador to the Soviet Union since 1988.

Number 10 has kept its plan secret as strictly speaking, the job of special adviser is to "laptop" at the general election. But if John Major wins, Sir Rodric — who retires in May — has been lined up to take over from Sir Percy Cradock, the China specialist who has done the job for over five years.

It is all part of a planned revamp of the PM's team. When Mrs Thatcher was in charge, Sir Charles Powell, her private secretary, behaved like a foreign policy supremo. But this is a role that Stephen Wall, Major's private secretary, has shown no real love for.

Sir Rodric could find himself inheriting some of Sir Charles' influence. His achievement, even in Foreign Office terms, is more than usually remarkable. The least pushy of diplomats, he will find himself whispering in John Major's ear as soon as the UK assumes presidency of the European Commission at the middle of next year.

Also, he will become one of the select few to bypass the strict FO retirement at 60 rule.

Sir Nicholas Henderson was pulled from retirement in 1979 to go to Washington; but a better precedent for Sir Rodric is Sir Anthony Parsons, who became the PM's adviser on foreign affairs after retiring in 1982.

### Dynamo Ken

■ Plenty of British parents will sympathise with Kenneth Clarke's bid to roll back the child-centred education revolution launched by the Plowden Report

## OBSERVER

in 1967. But estimable though the education secretary's objectives are, it does seem somewhat perfunctory to give the report team just two months to complete their work. Lady Plowden's committee took 3½ years to reach their conclusions, no doubt one reason why they were so influential on education professionals.

It also seems strange that the future education of Britain's tots should be left to three men — especially given the prime minister's declared intention of bringing forward more women in senior posts in the public service. Or does Mr Clarke believe that women like Lady Plowden are too soft for the nation's good?

■ Just how far the Brits lag behind the chisel of technological innovation — Japan — is established by a glimpse of the hit products in the two countries. Whilst personalised *karaoke* sets are among the more popular items for the person who has everything (save dignity, perhaps) in Romford this year, they come none where on this past year's five faves in Tokyo.

You have to go back to 1982 to find *karaoke* sets mentioned. The case for continental Europeans to borrow from the English speaking countries is arguably stronger in relation to the treatment of minorities. Shareholders are the residual risk-takers in all these systems. But for Pirelli to deny that it was indemnifying its concert partners against a fall in the value of Continental shares, only to reveal huge losses on just such an operation this week, is taking the principle to blind extremes. On this evidence, the dismal reputation of the Italian stock market is richly deserved.

■ No one seems able to remember if Lord Hanson and his team have ever held a public press conference, rather than a private briefing. Today, Britain's seventh biggest company, employing over 80,000 people worldwide, will publish its full year results and as usual it passes up a golden opportunity to explain itself to the world at large.

No doubt there are good reasons why Hanson feels it better to communicate in private with the press and the investment community. For a start, a public press conference would probably be hijacked by lots of irritating questions about corporate governance,

race horses and such like, diverting attention from the success of the group's underlying businesses.

Nevertheless, among the dozen biggest companies in Britain, only Hanson and Guinness, do not have an annual press conference on their results. Perhaps they should, if only to convince people that they have nothing to hide.

Big companies should be able to put up with the occasional silly question.

### Final offer

■ Anybody interested in buying a second hand sports car from the president of Argentina?

Carlos Menem is trying to unload a flashy Ferrari 348 and is considering any offer over \$100,000. Menem was given the car a year ago by Italian business wanting to do deals in Argentina. He couldn't understand what the press demanded he donate the car to charity.

But now he has changed his mind and agreed to auction the car and give the money to an unspecified good cause. The only trouble is the price. When he first tried to sell the Ferrari in May, no one felt like paying the \$120,000 reserve price for a car worth only \$70,000. This time he is asking lower, setting a minimum of \$100,000.

Bids by one o'clock tomorrow please, to Banco Central de Buenos Aires, Calle Esmeralda 660.

■ No one seems able to remember if Lord Hanson feels it better to communicate in private with the press and the investment community. For a start, a public press conference would probably be hijacked by lots of irritating questions about corporate governance,

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■ No one seems able to remember if Lord Hanson feels

## PERSONAL VIEW

# The tough questions we must all answer at Maastricht

By Helmut Schmidt



The number of meetings during the past 24 months at which European leaders and foreign ministers have contemplated the future of Europe is almost uncountable. The labels were different but the persons have remained more or less the same – and so has the oratory. Many of them ought to be reminded of Shakespeare: "I wasted time, and now doth time waste me". Next week they meet again at Maastricht. Will they once more waste time and effort, or will they make urgent and necessary decisions?

The British have a choice to make between the European currency unit (Emu) and the D-Mark. If they opt for European monetary union (Emu) and for a single currency within the common market, they will have a very good chance to develop the City of London as one of the world's most important financial centres. They would also be able to draw on the vast future pool of German capital – in Emu.

If, on the other hand, they opt to say "hell with the absurd idea of replacing sterling by the 'Emu'" and maintain their monetary sovereignty, they may at first feel happy about bravely resisting Franco-German pressure. But then, in a dream, the British will wake up to the fact that any importance of sterling will have evaporated. This will be either because the Emu will have become, in its global importance, equal to the dollar (and ahead of the yen); or, even worse for the British, because the D-Mark will have become by far the dominant currency in Europe, leaving little room for financial business in other European currencies or for autonomous monetary policies elsewhere in the EC. Even more than it does today, the Bundesbank will by then direct monetary policy purely on the basis of German interests.

The French, Dutch, Italians, Poles, Hungarians and all the rest are faced with a clear choice. On the one hand they can opt for progress in European political integration – where the latest accord on a Franco-German army corps is a step in the right direction. On the other, they can choose to hesitate – and find that Germany, in 10 years, is too powerful a neighbour to handle. If the latter happens, it will prove a development almost impossible to correct.

The Germans, as well, have a choice to make. It is over the nature of European political union. The political class in Germany is aware of the quims of all our neighbours.

In order to allay the concerns of our neighbours, German leaders want to have their own country closer integrated into the European Community. But in calling for a fully-fledged political union, the Germans are asking for more than the French – and much more than the British – are prepared to agree. It is understandable that Chancellor Kohl has tried to stimulate a positive decision on political union as a *condition sine qua non* for his negotiations on monetary union. But if he sticks to that condition, he will wreck the ship of Emu and Emu. So in Maastricht, Mr Kohl will have to make his choice. The Chancellor's statement in the Bundestag last week preparing parliament for a relatively modest treaty on political union indicates that he is moving in the right direction.

The flood of events in Europe over the last two years has perplexed and confused west European leaders who, understandably, had not been prepared to deal with fundamental changes of this kind.

The time has now come for them to face the facts – and confront possible dangers ahead.

The political and economic collapse of the Soviet Union is endangering the three Baltic republics, Poland, Czechoslovakia, Hungary and others. They need shelter and support. The Community will have to accept them as future member states. It is therefore desirable to associate them

with the Community and unilaterally to open our markets for their produce, to allow their manufacturing industries to start to open competition in quality and price.

Long before full membership of these new sovereign democracies, the Community will have to accept full membership of Austria, Sweden and Finland (as well, probably, as Norway and Iceland). Within 15 years or so the Community will probably consist of 24 member states.

We have to decide now whether we prefer widening the Community before deepening its institutions, or whether we should intensify the Community before this goal becomes impossible. We should plainly choose the latter. I am not talking of additional regulations for flowers and corks; I am talking of a move to a single currency. A so-called common market with 11 currencies would be a very uncommon market in this world's economic history. It would mean wasting the chance to create proper economies of scale, and would result in the Community remaining inferior to north America, and even to Japan.

The Dutch government's proposal for monetary union is not well suited to move us along this path. Most of its more than 80 pages contain superfluous complications and compromises for the sake of

The author was German Chancellor from 1974-82

national prestige. The worst of it is the lack of a fixed date for the ultimate introduction of the Emu as the only European legal tender, and the invalidating clause under which any country may opt out before reaching the ultimate phase. Such a phoney agreement is not worthy of ratification. It is necessary that those countries which are willing to commit themselves firmly at Maastricht should introduce the single currency by January 1 1997.

In the area of defence, the disappearance of the threat of armed conflict between an imperialist Soviet Union and the west has opened up the field for smaller conflicts inside the former Soviet territories and in the Balkans. They may spill over into other European countries. One of such dangers, it is unlikely that the Gulf war marks the end of a century of six major wars in the Middle East since 1945.

All these risks make it necessary that the Atlantic alliance retains some military muscle.

But the US is likely to concern itself much more than in the recent past on its neglected domestic needs. More than in the past, the European democracies will therefore have to prepare their own defences.

The Western European Union, during the 1990s will have to be combined with the European Community, of course within the Atlantic alliance; the Franco-German corps may become the nucleus of this future European force.

It is possible that the great statesmen at Maastricht will indeed take the right decisions to shape our common future. It cannot however be excluded that they will simply haggle and squabble, exploiting the usual summit TV opportunities and end up approving agreements committing themselves to nothing. Then we will have to regard them not as statesmen, but purely as mediocre politicians. If they want a motto for Maastricht, they must turn to Shakespeare: "We must take the current when it serves, or lose our ventures."

The author was German Chancellor from 1974-82

## LETTERS

## BA and cabin crew talks

From Mr Robert Ayling

"BA flights face disruption as cabin crews vote for action" (December 3). I wish to make it clear that British Airways is currently involved in discussions on new working and pay agreements with the British Airlines Stewards and Stewardesses Association (TGWU), which represents about half of BA's 10,000 cabin crew, and we are confident of reaching a satisfactory conclusion.

Less than half the TGWU members who were balloted have voted in favour of mass meetings. As you reported, the ballot result was 2,070 in favour, 564 against. More than 2,000 of those balloted did not vote.

Of more significance is the fact that the proposals under discussion (in particular those relating to maximum flight times on long-haul) have been recommended for acceptance by Cabin Crew 89, the union which represents the vast majority of long-haul crews.

We do not expect any disruption to our services during the present discussions which centre on improving operating and working practices for the benefit of passengers, the airline and British Airways employees.

Robert Ayling,  
director of marketing  
and operations,  
British Airways,  
Heathrow Airport,  
Hounslow TW6 2JA

## Yield ratio: fairly crude, but valid, indicator

From Mr Adrian Fitzgerald

Sir, Messrs Dunlop and Warburton (Letters, November 26) question "the significance of the yield ratio as a guide to anything important".

They find it "tempting to conclude that the absolute value of the yield ratio is meaningless".

Their first complaint appears to be that the yield ratio does not relate to the total returns on equities and equities. This is not the case. The expected total return on equities depends on dividend yield and future dividend growth. Investors look for this return to exceed the total return (redemption yield) on gilts by a risk premium. Mathematically, it can be shown that the yield ratio is a function of both dividend growth expectations and the risk premium on offer in the market. Historically, a yield ratio of less than two has indicated that the prospective total returns from equities exceed those available from gilts by a healthy premium.

It is a fairly crude, but nevertheless valid, indicator.

It is useful to reflect that it was common practice to pool-pool the yield ratio back in the heady days of 1987. It is also useful to note that equity investors could have added considerably to overall performance over the past five years by taking action at yield ratio levels below two and above two and a half.

It is right to question continually the significance of any market indicator. The answer in this case is that it remains a reasonably successful guide to things important.

Undoubtedly, one must expect secular shifts in the sustainable levels of the ratio. But these shifts will be caused principally by significant changes in real dividend

growth expectations, not by the structural or technical supply/demand factors suggested by Messrs Dunlop and Warburton.

A plank of their argument, for example, is that "asset sales... introduced huge new equity issues for utilities and telecommunications, raising the dividend yield for the whole market". According to my calculations, the current yield on the equity market would fall by just five basis points from 5.04 per cent to 5.04 per cent if these issues were to be removed!

Of course there are much more sophisticated techniques for measuring risk premium availability. But let's not knock the yield ratio too hard. It is a fairly crude, but nevertheless valid, indicator.

It is useful to reflect that it was common practice to pool-pool the yield ratio back in the heady days of 1987. It is also useful to note that equity investors could have added considerably to overall performance over the past five years by taking action at yield ratio levels below two and above two and a half.

It is right to question continually the significance of any market indicator. The answer in this case is that it remains a reasonably successful guide to things important.

Adrian Fitzgerald,  
Pentraeth Farmhouse,  
Pentraeth, Midlothian

## Argument for more regional autonomy

From Mr Neil Turnbull

Sir, Mr Michael Blakey claimed (Letters, November 26) that regional government in the north-east would undermine the basis of support for the Labour party in the region because "voters in the region might begin to question whether some of the blame might lie locally".

As a supporter of north-east regional autonomy, I wholeheartedly agree with this argument. What better argument could there be for a regional government than this? Devolving power to the regions would enable people in those regions to develop a more accurate picture of their economic future.

In my view the British regions are in dire need of such a large dose of reality and the debate about regional government in the north-east brings out this point quite nicely. Local autonomy and local responsibility are fundamentally related.

Neil Turnbull,  
71 Emmerdale Road,  
Ken, Richmond,  
Surrey TW9 2DN

## Benefit in kind?

From Mr Andrew Shaw

Sir, The Court of Appeal has held that Mr Kenneth Baker, the home secretary, is personally responsible for contempt. He is to appeal and the taxpayer is to meet the cost of his actions. Will the Inland Revenue regard this as a benefit in kind and, if not, what new rules will consequently apply to non-ministerial officers and others throughout the UK?

Andrew Shaw,  
Lloyd House,  
Epsom,  
Surrey

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## If there is doubt, the status quo should be upheld on trading

From Mrs Marian Mollett

Sir, Richard Branson of Virgin (Letters, November 29), and Mr A J Aspinwall, a lawyer, and Mr Jim Hodgkinson of B & Q (Letters, November 30), all show the frailty of their arguments. Virgin now opens many of its stores on Sunday because we believe (my italics) it is legal to do so". Aspinwall, "The facts of the matter are that retailers are advised that the Sunday trading ban is inconsistent with European law and hence is unenforceable. Until that issue is finally resolved... Mr Hodgkinson, "...it is utterly unclear whether the Shops Act has had any force since the UK

acceded to the Treaty of Rome".

If there is doubt, the status quo should be upheld until the point is resolved by the European Court. This is not a life or death issue, or one involving fundamental freedoms, where one might argue that because of new doubts about the previously accepted law, it can be ignored in order to achieve some basic justice.

Branson and Hodgkinson cannot claim their views have been denied a hearing, they can claim that exploiting doubt brings easy cash in hard times. Marian Mollett,  
71 Emmerdale Road,  
Ken, Richmond,  
Surrey TW9 2DN

Robert Mauthner

## The persistent odd man out



A more integrated Europe, not an eroded sovereignty, is what Britain should be seeking

Britain's aloofness from the continuing process of European unification has been, to outsiders, one of the most incomprehensible features of its post-war history. It has been a member of the European Community since 1973. Yet too frequently during the last 20 years, its attachment to the Community has appeared so reluctant that other member states have asked themselves why the British wanted to join in the first place.

In the area of defence, the disappearance of the threat of armed conflict between an imperialist Soviet Union and the west has opened up the field for smaller conflicts inside the former Soviet territories and in the Balkans. They may spill over into other European countries. One of such dangers, it is unlikely that the word "federal" has a different connotation in Britain than it has in some other European countries. It is interpreted as so many different ways that Britain could easily subscribe to a "federal goal" without in any way committing itself to the much-abhorred bureaucratic "super-state". All that it would be doing would be to endorse a process, the end product of which could just as easily be a highly-devolved federal state as a highly-centralised Brussels government. Indeed, Chancellor Helmut Kohl told the Bundestag only last week

that "we Germans in no way want a Europe in which everything is regulated by a central administration".

It is this failure by Britain to recognise publicly the irreversibility of the process of European unification that has complicated the negotiations leading up to next week's Maastricht conference, as much as the disagreements over a single currency, an independent European central bank and common foreign and defence policies. Ever since Britain stood aside from the European Coal and Steel Community in the early 1950s, the British have fundamentally misunderstood, or seriously underestimated, the efforts of continental Europeans to create a new order which would put an end to the fractious

and sometimes violent

struggles between them.

The British government

realised that the political goal could be reached

only on the basis of a high

degree of economic integration.

A customs union and a single

market have never been con-

sidered the end of the road.

It is normal that France and

Germany, as the main conti-

nental powers that have suf-

fered most from intra-Euro-

pean quarrels and military

conflict, and the smaller and

more vulnerable nations such

as Holland and Belgium,

should feel the need for a

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European Commission report claims manufacturers received \$41bn government grants

## US 'subsidised aerospace industry'

By Andrew Hill in Brussels and Paul Betts in London

THE EUROPEAN Commission has accused the US commercial aircraft industry of benefiting from "massive and systematic" government support worth up to \$41bn over the past 15 years in a report to be released today.

The Commission asked the Washington legal firm of Arnold & Porter to prepare the report to counter Airbus' allegations that the European Airbus programme has distorted competition by receiving more than \$25bn worth of government subsidies since it was set up 20 years ago.

Claiming US government aid has been critical in helping US aircraft makers maintain their competitive position in the world market, the study will be used by the EC to reject US complaints against Airbus.

The US has filed two complaints against the European aircraft programme with the General Agreement on Tariffs and Trade (GATT). Washington has objected to German government exchange rate support for Deutsche Aerospace, the consortium's German partner, and has filed a complaint against Airbus subsidies.

Separately, Brussels announced yesterday that Airbus had for the time being abandoned its plans to file a formal complaint against British Airways' commercial practice.

### Hard going at farm subsidies talks

THE EUROPEAN Community and the US opened discussions in Brussels yesterday aimed at resolving their impasse over farm subsidies and rescuing the Uruguay Round trade talks from collapse, write William Dullef in Geneva and David Gardner in Brussels.

The discussions will continue today in The Hague but the first meeting had already shown that it would be difficult to find a compromise, EC officials said last night.

The US was pressing hard for deeper cuts in export subsidies on cereals, beef and other farm products that the EC was prepared to concede.

President George Bush and Mr Ruud Lubbers, Dutch prime minister and current EC president, agreed last week that a final effort

should be made to resolve differences after US and EC farm negotiators had failed to come to terms in Geneva on November 20.

Troubleshooters from each side, Mr Pascal Lamy, chief aide to Mr Jacques Delors, the European Commission president, and Mr Robert Zoellick, under-secretary for economic affairs at the State Department, have been brought in to provide the political punch.

In Geneva the two-day annual meeting of the General Agreement on Tariffs and Trade opened in a muted atmosphere with the results of five years of trade-liberalising hanging on the ability of the EC and US to resolve their deadlock over reductions in farm subsidies

The consortium had publicly accused the UK flag carrier of freezing out Airbus aircraft, and colluding with Boeing and General Electric of the US to buy their 777 airliners and GE90 engines instead.

The Commission said yesterday it had not taken a decision on the legality of the BA deal, although officials had already indicated privately that the transactions did not appear to breach EC competition law.

The Brussels report on the US aircraft industry is bound to rekindle the transatlantic controversy over unfair commercial aircraft subsidies.

The EC is also expected to use its findings to support its

case in the Gatt.

The US and the EC have failed to agree on a limit on government aid for new aircraft programmes, with the US demanding a 25 per cent cap and the EC proposing a 45 per cent ceiling. The EC has also insisted on a cap on both direct and indirect support.

The new study claims subsidies were channelled to the US commercial aircraft business via research and development grants from the US defence department and the National Aeronautics and Space Administration (Nasa). The report estimates that the industry has received government support of between \$18bn and \$22bn

over the last 15 years, or \$33bn and \$41bn based on present currency values.

A large proportion of the subsidies were intended mainly for military research and development, but Boeing and McDonnell Douglas, the two US aircraft manufacturers, received substantial "crossover benefits" because of the overlap between commercial and military aeronautics technology.

But Boeing claimed last night that the European industry had also benefited heavily from defence funding. It said Boeing had received \$39.9bn worth of military contracts during the last 10 years, while

## Mideast hostage crisis nears end

By Lara Marlowe in Beirut and Quentin Peel in Bonn

THE denouement of Lebanon's hostage crisis accelerated into view yesterday as Mr Alain Steen, a US academic kidnapped in January 1987, walked free amid unconfirmed reports that Mr Terry Anderson, the last US hostage and longest held of any westerner in Lebanon, would be liberated today.

Mr Steen, who was handed over to US diplomats in Damascus yesterday afternoon, was the second US hostage to be freed within 24 hours, after the release on Monday of Mr Joseph Cicippio.

Islamic fundamentalists in Beirut, quoted by the Reuter news agency as having reliably predicted past hostage releases, said that Mr Anderson, the 44-year-old journalist who was captured in March 1985, would be released today.

The release of Mr Anderson, held by Islamic Jihad, would leave two German aid workers, Mr Heinrich Struebig and Mr Thomas Kempner, as the sole westerners still held by Moslem kidnappers in Lebanon.

The German government expressed its determination yesterday that the fate of its two citizens should be treated as a humanitarian case in line with those of the other Western hostages.

Germany has been resisting attempts by the hostage-takers to link the fate of the Germans to the release of the two Lebanese brothers, Mohammed Ali and Abbas Hamadi, jailed in Germany for murder and air piracy, and kidnapping, respectively.

Top-level talks are expected to take place in Bonn next week with the Iranian deputy foreign minister, Mr Mahmoud Vaezi, described by officials as a key figure in hostage negotiations.

Tehran radio reported this week that the liberation of the remaining western hostages was obtained by Mr Giandomenico Picco, the United



Alain Steen (right) and Christopher Boss, US ambassador to Syria, leave the Syrian Foreign Ministry yesterday

## Maxwell crisis deepens

Continued from Page 1

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## UK wins 'federal' fight

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New regulations, Page 2

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## INTERNATIONAL COMPANIES AND FINANCE

## La Général mine group unveils restructure plan

By Kenneth Gooding, Mining Correspondent, in London

ACEC-UNION Minière, the non-ferrous metals business 82 per cent-owned by Société Générale de Belgique, yesterday unveiled a BFr2.4bn (\$72m) restructuring programme which includes the closure of its zinc smelter at Overpelt in Belgium.

Mr Jean-Pierre Rodier, who took over as chief executive this year, said restructuring costs and expected losses would take Acec-UM's net loss for 1991 to BFr4.9bn.

Last year the company, formed in 1989 from mergers which produced one of Europe's biggest integrated metals businesses, made a BFr3.82bn net profit.

However, the restructuring would save an annual BFr1.2bn and cut out the losses from Overpelt, which were running at BFr500m a year at present zinc prices. He said Acec-UM expected to be "at full cruising speed" again in 1993, when its

return on equity should rise from the average of 8 per cent in its component companies between 1985 and 1988, to 11 per cent.

The group will cut about 1,000 jobs in Belgium, France and Sweden over the next 18 months. Nearly 500 of these will come from the smelter.

Mr Rodier said Acec-UM, the world's biggest zinc metal producer with capacity of 600,000 tonnes, would contribute to restoring the balance between supply and demand in the zinc market by closing Overpelt early next year, instead of in 1993, and by delaying the construction of a new smelter at Balen, Belgium, until 1995.

"Zinc consumption is not growing any more. New capacity is being built in other countries and the market cannot take any new capacity," he said.

Overpelt's closure will remove 100,000 tonnes, or 2 per

cent, of world zinc metal supply, he said. This represented about half the current world overcapacity.

Zinc is mainly used for galvanising steel. Prices have been affected by the steep drop in demand from the construction and car industries. Latest statistics from the International Lead & Zinc Study Group show that, in the first nine months of this year, zinc consumption fell by 2.2 per cent to 3.865m tonnes compared with the same months in 1990, while production increased by more than 2 per cent to 3.94m tonnes.

Nearly all the surplus has been shipped to London Metal Exchange stocks, where it is highly visible and has depressed prices for most of this year. Analysts suggested last night that further producer cuts would be needed to restore the market balance and boost prices.

## Independence retained at Celatose

By Alice Rawsthorn  
in Paris

CELATOSE, France's sole nappy manufacturer, has retained its independence with the appointment of Mr Michel Mignard as president.

The company had for some time been in discussions with the Gilinski family, which has industrial interests in Columbia. The Gilinskis said that they had withdrawn from negotiations with Celatose.

For several years, Celatose has struggled against multinational groups, notably Procter & Gamble, of the US, and Mölnlycke of Sweden, in the increasingly competitive European nappy market.

Celatose went into receivership in 1988 but has returned to profit since its rescue by Copl, its holding company. The company, which is still a significant player in own-label nappies, made profits of FF150m (\$9.09m) in 1990.

## Procordia drugs arm to buy control of Pierrel

By Robert Taylor in Stockholm

KABI PHARMACIA, the pharmaceutical arm of Procordia, the Swedish conglomerate, is acquiring for SKr500m (\$83.9m) the controlling interest held by the Swiss company, Fermenta, in Pierrel, the Italian pharmaceutical group.

The combination of Pierrel and Kabi Pharmacis existing subsidiary in Italy will form one of the Swedish company's largest operations outside its home base, with estimated annual sales of SKr1.6bn.

As a result of the acquisition, Kabi Pharmacis will own 88 per cent of the voting rights and 71 per cent of the shares in the Italian company.

The deal is subject to approval from the Italian anti-trust authorities.

At the same time, the Swedish company also announced it wanted to form a strategic alliance with Zambon, the Italian pharmaceutical group, and did not rule out that group's involvement with the Pierrel

acquisition. Mr Jan Ekberg, Kabi Pharmacis president, said his company regarded the Pierrel purchase as a "long-term investment of great strategic importance" to the company in Italy and Europe.

Pierrel was acquired by Fermenta in 1985. It is expected to make a profit after financial items of SKr4.7m this year, on SKr1.6bn sales. In fact, the Italian company has been co-operating with Kabi Pharmacis for the past 10 years, since it became a distributor for a number of its products.

Mr Giovanni Soro, Pierrel's president, welcomed the deal. "I believe this merger will benefit all the parties concerned," he said.

While Pierrel would provide strong market organisation for the Swedish company, the Italian concern, in return, would enjoy access to an international marketing network, many attractive products and valuable competence.

## Lasmo sweetens offer for Ultramar

By Deborah Hargreaves  
in London

LASMO, the independent UK oil exploration and production company, stepped up its efforts to acquire fellow oil company Ultramar yesterday by offering a cash sweetener of 40 pence a share to its all-share bid, marking it up to

£1.7bn (\$2.07bn). Yet, as Pierrel's abortive bid for Continental shows, the distance could be 10 times as great, given the misunderstandings and diverging business practices that largely explain why the transaction collapsed.

The City, however, was disappointed at the offer, as it lacked any premium over the original bid, following the 55p drop in Lasmo's share price since the bid was launched.

Ultramar's shares tumbled by 30p in heavy trading to 290p as the market expressed its scepticism of a counter-bid boosting the company's value.

Analysts believe that, in the absence of a bid, Ultramar's shares would be trading much lower. Lasmo has given shareholders a choice of the additional cash or paper in the form of 23 Lasmo shares for every 20 Ultramar shares.

If investors opt for the cash option, gearing of the merged company will be forced up to 65 per cent from 57 per cent on a pro-forma basis.

The higher gearing will put additional pressure on the company to sell assets.

"Lasmo must be pretty confident of finding a buyer for the downstream assets or they wouldn't have offered cash," said Mr Nick Clayton, analyst at Smith New Court.

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## Trafalgar warns on dividend

TRAFALGAR HOUSE, the UK engineering-to-shipping conglomerate, yesterday accused its co-stockbroker, Barclays de Zoete Wedd (BDZW), of failing to declare a conflict of interest relating to Trafalgar's controversial takeover of the Davy Corporation, writes Roland Rudi in London.

This follows the decision by the Bank of Finland last September to take direct control of Skopbank as its financial difficulties mounted. It became clear yesterday the cost of saving Skopbank could amount to FM1.52bn (\$720m).

The central bank said it was impossible to estimate how much the final cost of return-

## Pirelli falls into a hidden chasm

LESS THAN 700km separate Milan, the home of Pirelli, the Italian cables and tyres group, from the Frankfurt headquarters of Deutsche Bank, Germany's biggest financial institution, which exerts a dominant role over the Continental tyre concern.

Yet, as Pirelli's abortive bid for Continental shows, the distance could be 10 times as great, given the misunderstandings and diverging business practices that largely explain why the transaction collapsed.

Differing codes of business practice also underlie the angry criticisms of Pirelli by many of its shareholders, particularly outside Italy. Selling of the company's shares has triggered a 30 per cent fall in its share price in the past two days.

Pirelli shareholders and the foreign analysts who follow the company have been enraged by its constant denials that it ever offered indemnities to its allies in the Continental bid. It is such indemnities, long suspected but finally revealed last Saturday, which account for the bulk of Pirelli's huge L570bn (\$546bn) forecast loss.

Pirelli's confidence stemmed from its belief that it had won support from big institutional investors in Continental, led by Deutsche Bank and including the giant Allianz insurance group. It was here that Pirelli's cleverness slid into naivety.

The central figure in Pirelli's miscalculation is Mr Ulrich Weiss, a managing board member of Deutsche Bank, who is both supervisory board chairman of Continental and the bank's board member responsible

for Italy. Pirelli approached Mr Weiss, and clearly believed he was encouraging it to go ahead with a proposed merger. He had denied anything more than vague conversations with Pirelli.

Whatever the substance of those talks, Pirelli's main mistake, exacerbated by its reluctance to listen to other advisers apart from Mediobanca, was to assume that what it believed was a nod of approval from Deutsche Bank would be tantamount to a cast-iron guarantee.

"They thought they had been invited into the parlour by the right people," says one banker close to the transaction.

Yet, hurting the management's feelings was probably of little importance to the Italians at that stage, given their view that the deal was almost home and dry.

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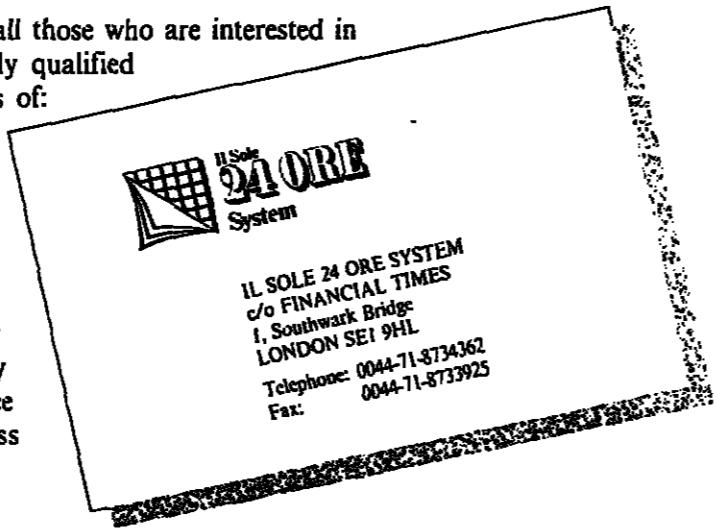
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# AS OF TODAY THE BEST OF ITALY IS IN LONDON

This announcement is addressed to all those who are interested in communicating with the most highly qualified Italian readership through the pages of:

IL SOLE 24 ORE, the leading Italian daily read by 77% of Italian businessmen, and MONDO ECONOMICO, the most important business reading among weeklies in Italy (EBRS 1991).  
As of the 2nd of January 1992 business executives can get in touch directly with Maya Bifoo at the London Office for any information and business negotiations.



## NOTICE OF REDEMPTION To the Holders of GFC International Finance N.V.

US\$100,000,000

10 1/2% Guaranteed Debentures Due 1995  
(Unconditionally Guaranteed by General Foods Corporation)

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the 10 1/2% Guaranteed Debentures Due 1995 (the "Debentures") of GFC International Finance N.V. (the "Company") and Section 4(d) of the Fiscal Agency Agreement dated of January 15, 1983 between the Company, General Foods Corporation as Guarantor and Morgan Guaranty Trust Company of New York, as Fiscal Agent and Paying Agent (the "Agent"), the Company has elected to redeem all of the Debentures on January 15, 1992 (the "Redemption Date") at the redemption price of 100 1/2% of their principal amount, together with accrued and unpaid interest (the "Redemption Price").

On the Redemption Date the Redemption Price will become due and payable. Payment of the Redemption Price will be made upon presentation and surrender of the Debentures, together with all appurtenant coupons maturing subsequent to the Redemption Date, at the following offices:

Morgan Guaranty Trust Company of New York  
Avenue des Arts 35  
B-1040 Brussels  
Belgium  
Morgan Guaranty Trust Company of New York  
14 Place Vendome  
Paris 75001  
France

Morgan Guaranty Trust Company of New York  
Mainzer Landstrasse 46  
D-6000 Frankfurt am Main  
Germany  
Kreditbank S.A.  
Luxembourg  
43 Boulevard Royal  
Luxembourg

Morgan Guaranty Trust Company of New York  
60 Victoria Embankment  
London EC4Y 0UP  
England  
Swiss Bank Corporation  
Aeschenvorstadt 1  
CH-4002 Basel  
Switzerland

From and after the Redemption Date interest will cease to accrue on the Debentures.

BY ORDER OF:  
GFC INTERNATIONAL FINANCE N.V.  
By: Morgan Guaranty Trust Company  
as Agent

Dated: December 4, 1991

Notice of Redemption  
A/S EKSPORTFINANS  
U.S.\$100,000,000 10 per cent Notes due 1996  
NOTICE IS HEREBY GIVEN that pursuant to Paragraph 4(b) of the terms and conditions of the above-mentioned Notes, that A/S Eksportfins (the "Company") has redeemed and arranged for the cancellation of U.S.\$100,000,000 10 per cent Notes due 1996 (the "Notes"). In accordance with Paragraph 4(a) of the terms and conditions, Citsbank, N.A. as Principal Paying Agent has selected by lot for redemption on January 9th, 1992 U.S.\$3,200,000 principal amount of Notes bearing serial numbers ending in any of the following two digits have been selected for redemption:

21 45 79  
As have the Bonds bearing the following serial numbers:  
243 443 543 643 743 843 943 1043  
1143 1343 1443 1543 1643 1743 1843 1943  
2043 2243 2343 2443 2543 2643 2743 2843  
2943 3143 3243 3343 3443 3543 3643 3743  
3843 3943 4043 4143 4243 4343 4443 4543  
4643 4743 4843 4943 5043 5143 5243 5343  
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Payment will be made upon surrender of Notes together with all coupons maturing after the date fixed for redemption, at the offices of any of the Paying Agents as shown on the Notes. On and after January 9th, 1992, interest on the Notes will cease to accrue and unmatured coupons will become void. Outstanding after January 9th, 1992 U.S.\$80,000,000.

4th December, 1991  
By: Citsbank, N.A. (CS1 Dept)  
London Principal Paying Agent

CITIBANK

## Notice of Issue of Convertible Bonds Tong Yang Cement Corporation (Incorporated in the Republic of Korea with limited liability)

U.S.\$45,000,000  
5 1/2 per cent. Bonds due 1996 with Warrants

NOTICE IS HEREBY GIVEN to the holders of above Bonds with Warrants that the Board of Directors Meeting of the Company, held on 29th and 30th October, 1991, respectively, resolved to issue domestic convertible bonds under the following terms and conditions:

Issue Amount	Tranche 1	(Korean Won)	Tranche 2
2,000,000,000	7,000,000,000		
Maturity	1994.12.31	1993.12.31	
Coupon	9%	9%	
Conversion Price	14,040	13,860	
Form of Share	Non-voting shares in registered form	Non-voting shares in registered form	
Number of Shares to be issued	142,447 shares	505,050 shares	

Adjustments to the subscription price for above U.S.\$45,000,000 Bonds with Warrants due 1996 is made from Korean Won 16,567 to Korean Won 18,430 in accordance with the formula described in the Clause 3(F) of instrument.

Bankers Trust Company, London  
Dated: 4th December, 1991

Agent Bank

## INTERNATIONAL COMPANIES AND FINANCE

# Royal Bank of Canada earnings show slight rise

By Bernard Simon in Toronto

ROYAL Bank of Canada posted a small increase in fiscal 1991 earnings, with a slump in domestic business offset by higher interest payments from Third World borrowers, strong growth in currency and interest-rate swap fees and expanded corporate business in the US.

RBC, which is Canada's biggest financial institution, lifted net income to C\$983.5m (US\$870.3m) for the year to end-October from C\$864.1m in fiscal 1990. Per-share earnings dipped to C\$2.91 from C\$2.96.

Return on equity fell to 15.5 per cent from 17.5 per cent, and return on assets was down slightly to 0.76 per cent. The bank's assets rose 5 per cent to C\$12.4bn on October 31, with the bulk of the growth coming from residential mortgages.

Loan-loss provisions rose to

highly leveraged borrowers. Its ratio of international loan losses to assets - excluding LDC loans - was only 0.3 per cent, compared with 0.8 per cent on domestic business.

Operations outside Canada account for about one-fifth of the bank's assets, with US customers making up 40 per cent of international loans. Fee income, mainly from swaps, jumped by C\$85m, or 21 per cent.

The bank does not expect a significant improvement in its domestic business in the year ahead. Although the Canadian economy is in the early stages of recovery, the pick-up is likely to be slow and erratic.

Loan losses and non-performing loans will probably remain roughly at present levels until a more robust upswing takes hold.

## Pan Am bankruptcy hearing delayed

By Nikki Tait in New York

A US court hearing, which could see Pan Am re-emerge from Chapter 11 bankruptcy protection, was delayed yesterday as last-minute negotiations between the ailing airline's creditors, management and potential investors continued.

The bankruptcy court hearing was originally scheduled to begin at 2pm in Manhattan. But eleventh-hour discussions prompted the start to be postponed to 3pm by mid-morning.

The outline of Pan Am's reorganisation plan has been clear since mid-August, when the international carrier reached a deal with Delta Air

Lines, then number three in the US airline industry. Delta agreed to buy Pan Am's East Coast Shuttle and its remaining trans-atlantic assets, and to take an equity stake of around 45 per cent in the reorganised Pan Am business. It also agreed to meet certain Pan Am liabilities, including some of the airline's operating losses. The "reorganised" Pan Am would then concentrate on running its Latin American service from a Miami hub.

Transfer of the Pan Am assets went ahead in the autumn. But the carrier's worst

emerging operating situation prompted Delta to reopen negotiations over some aspects of its proposed investment in Pan Am.

Other parties with an interest in the Pan Am bankruptcy - ranging from employee representatives to the Pension Benefit Guaranty Corporation, a federal agency which underpins pension benefits - were also still in talk this week.

Pan Am filed for Chapter 11 bankruptcy protection in January after years of losses - partially stymied by asset sales - causing cash resources to dwindle to low levels.

## IBM executive announces retirement

By Louise Kehoe in San Francisco

INTERNATIONAL Business Machines' top mainframe computer executive, Mr Carl Conti, is to retire at the end of the year.

Mr Conti, 54, is an IBM senior vice-president and member of the company's corporate management board. He has been responsible for IBM's key mainframe products division since 1988. An IBM veteran, he joined the company in 1959.

Mr Conti's sudden departure comes as IBM begins to implement a broad restructuring of its operations that is expected to lead to numerous management changes. IBM officials

said, however, that Mr Conti's retirement was not related to the company's reorganisation plans.

"Carl Conti has been associated with virtually every major advance in our large systems business since his first days with the company," said Mr John F. Akers, chairman.

Mr Conti will be succeeded by Mr Nicholas M. Donfrio, president of IBM's data systems division and an IBM vice-president. Mr Donfrio will continue as DSD president, a position he has held since January. Previously, he was president of IBM's advanced work-

station division where he was responsible for the development of an important new range of computer workstation products.

Analysts noted that Mr Donfrio's appointment signals the growing influence within IBM of executives from outside the company's traditional mainframe computer power base.

Separately, IBM Canada said it intends to sell its securities industry services unit to Westbridge Computer. IBM Canada, which owns 27 per cent of Westbridge, said the division has revenue in excess of C\$25m (US\$22.12m) a year.

## PepsiCo and Lipton form joint venture

PEPSICO has formed a joint venture with the Thomas J. Lipton, a subsidiary of Unilever, the Anglo-Dutch consumer products group, to develop and market tea-based drinks and expand distribution of Lipton ready-to-drink products, Reuter reports from New York.

PepsiCo said the joint venture will begin operation in January, with product development beginning immediately. Pepsi-Cola bottlers will phase in distribution of Lipton ready-to-drink products in 1993. PepsiCo said its Pepsi-Cola International unit and Unilever will explore international affiliations on a market by market basis.

The company said that it and Lipton annually sell more than 1.8bn of beverages worldwide. Companies can either take the write-off in a single charge or amortise it over 20 years. AT&T said it expected to take a one-time charge, probably in the first quarter of 1992.

AT&T added that based on current assumptions, the difference between accruing liabilities and operating the current pay-as-you-go system might mean no additional impact on earnings in future years, or at the most a \$10m a year reduction.

AT&T's liability stems from a new rule from the Financial Accounting Standards Board which requires all US employers to accrue the cost of non-pension retirement benefits for employees over their working careers, rather than charge them against earnings when the payments are actually made. The rule comes into effect at the start of 1993.

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AT&T may face charge for retirement benefits

By Martin Dickson in New York

AMERICAN Telephone & Telegraph, the largest US telecommunications group, yesterday estimated that it expects to face a \$5.5bn to \$7.5bn after-tax and non-cash charge to comply with new standards of accounting for post-retirement health benefits for its employees.

The liability stems from a new rule from the Financial Accounting Standards Board which requires all US employers to accrue the cost of non-pension retirement benefits for employees over their working careers, rather than charge them against earnings when the payments are actually made. The rule comes into effect at the start of 1993.

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DIGITAL Equipment, a personal computer manufacturer, is launching an addressing service, "personal workstation", to drive to expand its range of high-performance workstations. Digital's new enterprise computing workstation will sell in the US for \$25,000. The price is similar to the price of similar computer equipment.

Demonstrating a preview of Microsoft's new news, NT, a new general personal computer operating system running on its workstations, Digital is aiming to create a hardware and software standard, leaving consumers to chart the evolution of PC technology.

Digital is one of the leading manufacturers of workstations, which are now general personal computer operating systems running on its workstations. Digital is aiming to create a hardware and software standard, leaving consumers to chart the evolution of PC technology.

Nine of the issues were backed by Eagle Star, the UK insurer owned by BAT Industries, which insured bond holders against default on the mortgages which underlie the bonds. Eagle Star had its credit rating for claims paying ability downgraded from AA to AA- last week and the bond issues have been lowered to the same level.

The other six issues were backed by Pohjola Insurance, the US insurer, which was downgraded from AA- to AA+ in July. The bond issues backed by Pohjola, TMC Mortgage Corporation, No. 5 to 10, have now been lowered to this level.

Last week, S&P downgraded \$1.2bn mortgage-backed bonds following a decline in the claims paying ability of Sun Alliance.

Sabic set to borrow \$2bn for expansion

SAUDI Basic Industries Corporation (Sabic), the Saudi Arabian petrochemical group, will borrow up to \$2bn from domestic banks in 1992 to finance expansion plans, bankers in Riyadh said, Reuter reports.

Sabic said a deal for the first credit, a syndicated \$500m loan for Sabic subsidiary Saudi European Petrochemical Company (Ibn Zahr), would probably be signed this month.

The eight-and-a-half-year loan, priced half a basis point above the London interbank offered rate, will help pay for new methyl tertiary butyl ether (MTBE) and polypropylene plants.

Ibn Zahr is expected to spend around \$860m on the projects, part of plans by Sabic to boost its petrochemical and fertiliser production to 20m tonnes a year by 1995 from the current 13m.

Sabic, 70 per cent owned by the Saudi government, has not said how much the programme will cost. Ten of its 12 affiliates in the Jeddah industrial complex are expanding, with completion due by 1992 or 1993.

Bankers said negotiations had begun on a \$32m loan for a third subsidiary, the Saudi Eastern Petrochemical Company, was also being considered and would probably also be put to the market during the first quarter of 1992, they said.

Bankers said Saudi Arabia's 12 commercial banks would have no problems in absorbing the loans.

Burdened by Gulf war costs, the Saudi government told its state-owned institutions to begin borrowing from commercial banks early this year. Terms on deals seen during the past few months have shown steady improvement, bankers say.

Abdullah Abdulla al-Zamel, Sabic chairman and also the industry and electricity minister, says the conglomerate will make its marketing network more international.

Four Saudi banks, National Commercial Bank, Riyad Bank, Saudi American Bank, and Bank al-Saudi al-Fransi, are lead managers for the first \$800m loan for Ibn Zahr.

**Crédit Lyonnais opens office in St Petersburg**

**Crédit Lyonnais**, the French state-owned bank, has set up Crédit Lyonnais Russie, the first foreign bank to be based in the Russian city of St Petersburg, the recently-re-named city of Leningrad. Reuter reports.

Crédit Lyonnais Russie will have capital of 20m, Ecu or \$25m, and will carry on the business of commercial banking in the Russian Republic. Mr Jean-Yves Haberer, Crédit Lyonnais chairman, said:

"We are currently seeking authorisation from the Russian central bank to exercise our banking functions," he added.

Mr Haberer said that Crédit Lyonnais Russie could have a role to play in privatisations in Russia.

## INTERNATIONAL CAPITAL MARKETS

### Sterling mortgage backed issues downgraded

By Simon London

FIFTEEN sterling mortgage-backed bond issues totalling around £1.5bn have been downgraded by Standard & Poor's, the US credit rating agency, following a decline in the credit quality of the insurance companies which insured the deals.

Most of the bond issues are collateralised on mortgages written by The Mortgage Corporation, a subsidiary of Salomon Incorporated, the parent company of the troubled US securities firm.

The benchmark 11% per cent gilt maturing 2008/2007 closed up 1/4 of a point on the day at 113% for a yield of 9.88 per cent.

However, at the short end gains were smaller. For example, the benchmark 10% per cent gilt maturing 1998 was up just 1/4 of a point on the day for a

### GOVERNMENT BONDS

yield of 9.90 per cent.

Dealers said gains at the shorter end were capped by Treasury tap stock which has not been sold, while the longer maturities now remain free of new paper.

Analysts said that, even at the long end, gains are likely to be limited, ahead of the Bundesbank council meeting tomorrow, which could decide to raise German interest rates.

The October index of leading indicators came in as expected, with an advance of 0.1 per cent after easing 0.1 per cent in September.

New single-family home

sales grew 2.2 per cent in October. September's sales were revised to show a decline of 4.9 per cent from a previously

BENCHMARK GOVERNMENT BONDS						
	Coupon	Red Date	Price	Change	Yield	Week ago
AUSTRALIA	12.000	11/01/91	113.700	-0.003	9.81	9.81
BELGIUM	9.000	06/01/91	98.950	+0.050	9.16	9.13
CANADA	8.500	04/01/92	100.150	+0.010	8.48	8.41
DENMARK	8.000	11/01/90	98.475	-0.050	9.03	8.94
FRANCE	8.500	11/06/91	97.215	-0.150	9.17	9.03
GERMANY	8.25	05/01/91	99.300	+0.030	8.30	8.27
ITALY	12.000	06/01/91	95.330	-	12.68	12.38
JAPAN	No 119	4.800	05/08/91	93.255	+0.122	9.10
No 129	8.400	03/08/91	103.380	-0.001	5.79	5.80
NETHERLANDS	8.500	02/01/91	97.950	+0.130	8.82	8.77
SPAIN	11.000	07/06/91	98.700	-0.100	11.93	11.87
UK GILTS	10.000	11/06/91	100.08	+0.012	9.95	10.02
	10.000	02/01/91	100.19	+0.032	9.90	9.98
	9.000	10/01/91	94.23	+1.062	9.84	9.75
US TREASURY	7.500	11/01/91	101.17	+0.082	7.28	7.44
	8.000	11/21/91	101.04	+0.022	7.50	7.67

London closing, "New York closing  
Price: US. US. 10. In. Others in decimal  
Technical Data/ATLAS Price Sources

maturities were higher through most of the day on the back of expectations that monetary policy will be eased within weeks. The strength at the short end helped lift the long end of the yield curve.

The Federal Reserve arranged \$2.5bn in customer repurchase agreements when Fed Funds were trading at 4.8 per cent. Economists had expected the move, which adds liquidity to the banking system, and there were no policy implications to the Fed's open market operation.

Although there is growing speculation that the Fed will ease again this year, the bond market is unlikely to see much movement until the November employment figures are released on Friday.

The October index of leading indicators came in as expected, with an advance of 0.1 per cent after easing 0.1 per cent in September.

New single-family home sales grew 2.2 per cent in October. September's sales were revised to show a decline of 4.9 per cent from a previously

reported drop of 12.9 per cent.

■ THE French government bond market bounded back after its recent slide, although observers remained divided about the extent to which this signalled a return by investors to take advantage of the widening spread against German bonds.

The benchmark 9% per cent bond maturing 2001 was trading at 103 1/4% late in the day, for a yield of around 8.93 per cent.

German government bonds, meanwhile, firmed by around a quarter of a point on the day in light trading.

■ JAPANESE government bonds traded quietly in a narrow range ahead of the publication today of third-quarter gross national product figures.

The slight rebound in the Tokyo market after Monday's sharp fall in all but the bond market remained tame.

The yield on the benchmark No 129 issue, which opened at 5.785 per cent, rose slightly to close at 5.79 per cent.

### First Chinese international equity offer

A CHINESE company, Shanghai Vacuum Electronics Devices Company, is preparing to bring the first Chinese equity offering to the international market, writes Tracy C. O'Neil.

Shanghai Vacuum, which makes television tubes, will offer a total of 1m shares.

Swiss Bank Corporation, lead underwriter of the international tranche, and Salomon Brothers will place 320,000

shares each, while Sun Hung Kai will distribute a further 160,000 shares. The domestic tranche will be underwritten by Shen Yin Securities. The offer price will be Yn400 per share, a substantial discount to the current share price.

International distribution of the offering is expected to be concentrated in Asia, but the underwriters will also be testing the ground in Europe.

### FT/AFID INTERNATIONAL BOND SERVICE

Here are the latest international bonds for which there is an adequate secondary market.

Closing prices on December 3

Issued Bid Offer Day Yield

U.S. DOLLAR STRAIGHTS

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## INTERNATIONAL CAPITAL MARKETS

## Spain plans to float off 20% of Banco Exterior

By Peter Bruce in Madrid

THE SPANISH government is planning to float off nearly 20 per cent of its largest public sector financial institution, Banco Exterior, next year in a bid to deal with growing pressure on the country's public sector deficit.

The state directly controls 89.7 per cent of Exterior, whose chairman, Mr Francisco Luzzo, said yesterday a partial privatisation next year could reduce the state's holding to 51 per cent. At current prices, that could raise around Pt470m (£679.51m).

Mr Luzzo's confirmation of persistent rumours surrounding Exterior, the country's fifth largest bank, comes hard on the heels of suggestions that Madrid is considering selling off a further large tranche of

the large public sector energy conglomerate, Repsol, next year as well.

Senior Finance Ministry officials have warned, however, that the flotation will only take place if the stock markets can absorb the issues. The Spanish markets have been weak for most of this year, and projected inflation increases in early 1992 could weaken them further.

Nevertheless, the budget deficit planned for 1992 is 2.3 per cent of GDP, a sharp increase on the 0.9 per cent targeted – and missed – for 1991 and the government is urgently seeking ways to augment income.

The state has 66.5 per cent of Repsol, and suggestions by the company that this could fall to below 50 per cent in a flotation

next year imply income of at least Pt120bn (£17.8bn) at current share prices. Madrid floated off a first tranche of Repsol in 1988 to raise nearly \$1bn.

Banco Exterior is the leading institution in the recently-created Corporacion Bancaria de Espana, a pooling of all the state's financial institutions, which yesterday formally renamed itself Argentaria.

Its combined assets total Pt8.4 trillion (million million), making it the biggest bank in the country and pools, along with the recently-merged Banco Exterior and the Banco de Credito Industrial, the post office savings bank, Caixa postal, the state's mortgage bank, its municipal and agricultural lending institutions.

## Javelin succumbs to price war

By Richard Waters

JAVELIN Securities, one of three stockbrokers specialising in soft commissions in the UK, is to be sold, signalling the pressure that has built up on this fast-growing part of the broking industry since a fierce price war broke out over a year ago.

Javelin, set up only two years ago, is one of the small group of agency broking firms which deal on a soft commission basis – that is, they refund a fixed proportion of

commissions they received by supplying their customers with services such as computer screens or subscriptions to specialist research houses.

The practice was formally sanctioned by the UK's Securities and Investments Board only last year, after prolonged debate about whether it should be allowed.

Specialist brokers generally refund 50 to 55 per cent of the commissions they receive. They have been under severe

pressure since Warburg Securities and other integrated securities firms launched a price war last year, offering to refund up to 83 per cent of commissions they receive.

Its existing controlling shareholder, Pinesstreet, a venture capital company owned by American International Group, the US insurer, was not willing to put up extra capital, leading it to seek a new shareholder, it said.

Such a strategy seems logical given the threats to Swift's

basic message traffic. These include:

- Emerging competitors such as national telecommunications carriers seeking higher value products for their existing infrastructure;
- A growing trend towards large bank mergers, which have the effect of reducing

their interests appear threatened was highlighted earlier this year when Swift's members rejected for the second time a recommendation that fund managers be allowed to participate directly in the system.

"The banks should have had the guts to open Swift to

which is an outright competitor, and, say, small regional savings banks in Italy. In addition the benefits of the cooperative will always be felt more by the smaller members", says Mr Kok.

So having moved financial communications out of the age of "dusty telexes", is Swift's

The stiff resistance which shareholders can put up when their interests appear threatened was highlighted earlier this year when Swift's members rejected for the second time a recommendation that fund managers be allowed to participate directly in the system.

inter-bank communications;

- Increasing political concern in the European Community about the cost to consumers of low-value cross-border payments and the longer-term prospect that a single European currency could lead to the loss of at least 400 messages annually.

The task of broadening Swift's participants and interests, however, has been complicated by often fierce shareholder resistance to changes proposed by management.

Mr Bessel Kok, Swift's outgoing chief executive, believes conflicts are "natural and inevitable" because of Swift's co-operative status. "Our 1,885 bank shareholders are also our main customers, and the larger ones are increasingly our main competitors."

The stiff resistance which shareholders can put up when

investment management institutions and to connect the banks' corporate customers directly to the network", says Mr Kok.

"It was the same syndrome as in the early 1980s when our original recommendation that stockbrokers be allowed in almost cost me my job. When they were finally admitted, and everyone saw there was no danger from the new participants, the shareholders wondered why it had taken so long."

Dealing with the sheer diversity of shareholders adds another dimension to managing a co-operative, says Kok, especially as Swift's voting procedure is only slightly weighted towards larger users.

"We're trying to marry two different worlds within Swift, with banks like Citibank,

usefulness to the larger banks declining?" No", says Mr Kok emphatically.

"They need us more than ever because we are an exclusive cost reducing organisation for banks and have unrivalled geographic spread."

Mr Kok, who leaves Swift

next month to prepare the Belgian PTT for liberalisation, believes banks have failed to understand or exploit Swift's potential.

"They just see us as a

cost-effective pigeon rather than a way to explore new forms of co-operation. In the early days, our shareholders even saw us as a profit centre rather than a profit centre," he adds, though Swift's base tariff of BFr16 (26 pence) per message can be as little as 4 per cent of what banks charge their retail customers to send money abroad.

That Swift is now very profitable is evident from its stylish new headquarters, which locals have dubbed "the temple". The word "monopoly" is rarely heard in its spacious corridors, though "dominant market position" seems a somewhat modest description for an agency that handles about 95 per cent of its members' international financial

However, Swift's managers are paying a price for having achieved such size. Central banks are looking more closely at the organisation, which would be one of the main international paths along which systemic risk would be transmitted if a worldwide financial meltdown loomed in future.

Mr Kok admits that central banks now view Swift "as something more than a mere switching network. We want the central banks to know and understand us", he says, though it is clear that Swift's management wants to avoid any direct supervision from the Bank for International Settlements, the central bankers' club.

Mr Kok doesn't hide his disappointment at having failed to make Swift a more open organisation, but he has no regrets about trying.

"You have to take risks in a co-operative environment," he says. "You won't survive by saying 'yes, yes' all the time. In private, many of the banks have said you should have taken the lead more often."

## Guinness raises A\$75m in seventh issue this year

By Simon London

GUINNESS, the UK drinks group, yesterday made its seventh international bond issue of the year, raising A\$75m five-year funds in a deal lead managed by Hambros Bank.

The deal brings to \$800m equivalent

Guinness Finance Australia, will be used to provide funding for the company's Australian drinks and distribution businesses, including Bundaberg Rum, which were acquired a year ago.

The bonds carry a 10 per cent coupon and, according to the lead manager, were priced to yield 86 basis points more than comparable Australian government bonds. However, by taking a different benchmark government bond, some other firms put the yield spread at around 74 basis points.

On either basis the pricing was considered fair value by participants in the deal. Guinness carries a strong Aa2/Aa credit rating.

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NEW INTERNATIONAL BOND ISSUES										
Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner				
Tamron Corp(a)	70	3%	100	1995	24/11/92	Daiwa Europe				
Alpine Electronics(a)	55	3%	100	1995	24/11/92	Nomura Int.				
Chet Foods & Chemicals(d)	30	(3-3%)	100	2006	-	Merrill Lynch				
<b>AUSTRALIAN DOLLARS</b>										
Guinness Finance Aust.(a)	75	10	102	1996	2/11	Hambros Bank				
<b>FRENCH FRANCS</b>										
Compagnie Générale(b)	1,265m	1993	12	1993	100p	CCF				
Mitsui Mining & Smelting(a)	360	1995	100	1995	24/11/92	Credit Lyonnaise				
<b>D-MARKS</b>										
Euro Coal & Steel Comm.(a)	320	8 1/2	101.40	1996	1 1/2-1/2	Dresdner Bank				
<b>SWISS FRANCS</b>										
Tada Corp(a)(*)	50	8 1/2	100	1996	-	Yamachi Shk (Switz)				
<b>GUINEA'S</b>										
NMB Postbank Group(c)	400	9 1/2	100.00	2002	(c)	NMB Postbank				
<b>YEN</b>										
Kanematsu Corp(a)	20bn	6.45	101.60	2000	2 1/2	Yamachi Int.				

\*\*Private placement. \*Convertible. #40m equity warrants. †Floating rate note. #11m term. \$ Non-callable. (a) Bond pays single coupon of 12% at redemption, so it offers a spread of 37bp over 1/2 (STAN). #Fungible with existing FFr1.25m deal. c) Selling concession fee - 5%, no management or underwriting fee. Non-callable. (d) Put option after 5 years to yield 8 1/2%.

INTERNATIONAL BONDS										
BONDS										
the total raised by the company from bond market investors this year. The earlier issues were denominated in sterling, dollars, French francs and Canadian dollars.										
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Yesterday's deal, in the name of										

LONDON MARKET STATISTICS										
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S wings  
m's ambitions

DTI was  
looking  
into MCC  
share  
deal in  
October

By Bronwen Maddox and  
Peter Martin

THE government was still considering complaints about dealings between Mr Robert Maxwell and Goldman Sachs one month after appointing the investment bank to head the US sale of shares in British Telecommunications.

On October 17 1991, Mr Peter Lilley, trade secretary, wrote a letter to a private investor who had complained about Robert Maxwell's sale of a "put" option on the shares of Maxwell Communication Corporation to Goldman Sachs in August 1990.

The option gave Goldman Sachs the right to sell MCC shares to Mr Maxwell at a future date.

Mr Lilley's letter said: "The matters you raised remain under consideration by my officials."

The investment house was appointed to the BT sale in September 1991, replacing Salomon Brothers which had been dropped because of its manipulation of US Treasury bond auctions.

Before appointing Goldman Sachs, the Treasury demanded written assurances that it had never taken part in any action which could affect its ability to sell the BT shares.

The investor, who does not wish to be named, wrote to the DTI after complaining to the London Stock Exchange and the Securities and Futures Authority.

On April 26 1991, he was told by Mr GV Hucker, head of the SFA's Complaints Bureau, that "several departments of the Stock Exchange have looked, or are still looking into, your complaint."

In a letter to Mr Lilley dated September 16, the investor asked if the DTI had passed information to the Treasury.

Mr Lilley's letter did not answer the question directly, but added: "I can tell you that the Treasury did undertake a thorough examination of all the firms being considered for the role of lead manager of the US part of the BT share sale. In the light of this examination and of wide-ranging assurances given by Goldman Sachs, the Treasury has no reason to doubt the appropriateness of the appointment."

Both the DTI and the Stock Exchange refused to comment. Last night Goldman said: "We don't know that the matter is under consideration, but we do know there is no investigation." Goldman said that it had never been asked any questions by the DTI about the put option.

Goldman Sachs was an active market maker in MCC shares. The terms of the "put" option would have given the purchaser an incentive to buy MCC shares.

Goldman Sachs was, according to market traders, a consistent bidder for MCC shares at times when they were under pressure during 1990 and early 1991.

Goldman has said it already held a large stake in MCC when it bought the Maxwell put option in August 1990, and that buying options was a normal way of hedging a long position in a volatile stock.

Creditors shocked to hear restated valuation of private companies' assets and liabilities leaving an enormous black hole  
**Banks will stay their hand until Friday**

By Robert Peston and Raymond Snoddy

MR KEVIN MAXWELL faced the barrage of cameras alone yesterday to announce his resignation as chairman of Maxwell Communication Corporation and to say that once again the banks had stayed their hand at least until Friday.

Mr Maxwell, who has been chairman of MCC for virtually a month to the day since his father Robert was pulled from the sea off the Canary Islands, had come to the press conference from the latest meeting with the banks which they can consider and elect whether or not to take your advice," said Mr Maxwell, clearly relieved that there was at least a breathing space until Friday.

The bankers who met Mr Kevin Maxwell earlier in the morning had been shocked by what they had heard.

"When we were given the restated valuation of the private companies' assets and liabilities, there was an audible gasp," said a banker from one of the 30 banks with £900m of loans to the private companies.

"Just over a week ago, we were told that the debt was about £900m and the assets were worth £1.4bn, on the basis of a preliminary examination by the accountants, Coopers Deloitte, and the US Bank, Bankers Trust," he added.

"Now we are confronted by an enormous black hole. As you can imagine, there were a lot of angry bankers in that

room."

The latest turn in the crisis began late on Friday, NM Rothschild, the merchant bank hired last week to advise the private companies, had requested detailed information from the companies on their debts. What the merchant bank was told, to its horror, was that the calculation of bank debt gave an incomplete picture of the private companies' liabilities.

The private companies owed about £300m to the two Maxwell public companies, MCC and MGN. The bulk of this – about £250m – had been borrowed, directly and indirectly, from MCC.

In addition, the private companies had borrowed between £30m and £40m worth of MCC and MGN shares from the pension funds of those two companies – though those figures are subject to revision, according to a banker. Those shares had then been used by the private companies to provide collateral on the private companies' bank loans.

There was in effect a "double hit" for the private companies, in the words of a banker. They owed money to the pension funds and the collateral provided to the banks was in question.

National Westminster Bank, the clearing bank co-ordinating the rescue of the private companies, and Credit Lyonnais,

the French bank which is lead banker to MCC, were informed about the newly uncovered liabilities.

Rothschild also informed Mr Pen Kent, a director of the Bank of England, that the chances of preventing Headington Investments and other Maxwell companies from going into administration had

reduced.

However, the Bank of England said that it had not been asked to intervene in negotiations between the Maxwell private companies and the banks.

When the banks to the private companies were told about these liabilities early yesterday, they were furious.

Letters had been sent to them from the trustees of the public

companies' pension funds.

These letters disputed the banks' rights to dispose of shares the banks thought they controlled as collateral.

In addition, the banks did not understand why they had not been informed earlier of the loans between the public and private companies.

When Mr Robert Maxwell died a month ago, his sons, Mr Kevin and Mr Ian Maxwell, had said they would give a full and frank account of their companies' finances.

On the basis of this commitment, the banks continued to support the private companies.

"We do not understand why we were not told about the inter-company loans earlier," said a

private banker.

Just under 40 banks were involved in the syndication of those loans. They are keenly interested in whether there is any possibility of the Maxwell

private companies repaying the £250m owed to MCC. If that £250m were written off, then the chances of MCC avoiding administration would also be reduced.

At yesterday's press conference Mr Kevin Maxwell was asked if it was true that he had been kept totally in the dark by his father.

That would not be right because they had been board colleagues for many years.

"Clearly we didn't know everything and clearly he had a style of business where probably you had a need to know rather than a sharing of information all the time," said Mr Kevin Maxwell, who yesterday repeated his promise that when the full facts are known they will be publicly revealed.

year

**Final autopsy report due today**

By Peter Bruce in Madrid

A FINAL autopsy report on the death of Mr Robert Maxwell is expected to be passed to the investigating judge in Tenerife today following examination of tissue samples from his body by a toxicology laboratory in Madrid.

The report was sent to pathologists who first examined Mr Maxwell's corpse in Gran Canaria after his death at sea off the Canary Islands on November 5.

It was unclear yesterday whether the contents of the final autopsy would be made public in an effort to clear the flood of suspicion that surrounded his death. The Tenerife authorities are under no obligation to make the findings public.

The Gran Canaria pathologists, nevertheless, have been suggesting privately that their final report vindicates their original findings that Mr Maxwell suffered a heart attack on board his yacht before falling overboard and that he was already suffering from chronic heart disease.

The perception in US publishing circles is that Macmillan, which had about

900m of revenues in the financial year to March 31, is a profitable company whose cash flow is quickly swept up by its debt-laden parent. "It is like Bloomingdale's, which made money, but was forced into bankruptcy because of the debt of its owner," said a senior rival publishing executive.

Mr David Shaffer, the president of Macmillan who was yesterday named chief executive of MCC, claimed he was not aware of any new offers for the US publisher. He said that since the conclusion of a year-long asset disposal programme, "there are no more assets for sale."

Wall Street analysts and rivals in the publishing industry were, however, undaunted by Mr Shaffer's remarks and began speculating about a possible sale of more US holdings.

The chief executive of one US publisher, who asked not to be named, said he was aware that Macmillan is not formally on the auction block, but he indicated an interest in acquiring "some pieces of Macmillan".

With revenues for the publishing industry of \$15.75m in mid-November, Macmillan's computer publishing division, this price compared to a book value of \$16.5m.

With revenues for these divisions stripped out of Macmillan, the publisher's expected total turnover is estimated at about \$500m.

Mr Shaffer said OAG, acquired in 1988 for \$750m, is also not for sale.

In New York, meanwhile, the loss-making Daily News sought to distinguish itself from Macmillan and OAG because it is privately owned by the Maxwell family. Mr Maxwell received \$60m from the Tribune Company of Chicago last March when he took over the New York tabloid, but much of this is expected to go to cover 1991 losses.

Mr John Campi, a vice president of the newspaper, said he was confident that Mr Kevin Maxwell, chairman of the Daily News, would remain committed to the newspaper. Mr Maxwell made a one-day trip to New York shortly after his father's death.

most of the pension funds of Maxwell companies which are now the subject of intense scrutiny by external auditors and regulators.

Bankers to the Maxwell private and public companies confirmed yesterday that some £30m to £40m of Mirror Group Newspapers and Maxwell Communication Corporation shares held by some of the pension funds had been borrowed by private Maxwell companies.



David Shaffer, the new chief executive

## Contrasting characters to take over

By Guy de Jonquieres and Nikki Tait

GREAT CONTRAST marks the pair of men chosen yesterday to take over the reins of Maxwell Communication Corporation, the deeply troubled UK-US publishing group, from Mr Kevin Maxwell.

Mr Peter Laister, the new British chairman, is known for his failure to couple his lively imagination for strategic initiatives with sound financial discipline.

Mr David Shaffer, the new American chief executive, has wide management experience in Macmillan and the Official Airlines Guide, the two main US companies which form the heart of MCC.

Mr Laister's appointment marks an ironic reversal of fortune for a man who last hit the headlines six years ago when a financial crisis cost him the chairmanship of Thorn EMI. In his two years at the helm of Thorn, Mr Laister gained a reputation as an enthusiastic visionary, with valuing ambitions to transform the music, defence and consumer electronics group into a high-technology powerhouse.

His faith in the advanced technologies as the key to Britain's industrial future prompted Thorn to relieve a grateful government of its stake in Immos, the struggling microchip company, in 1984.

Soon afterwards, Thorn flirted with the idea of a merger with the newly-privatised British Aerospace. But its overtures were firmly rebuffed by BAE, which made it clear that it saw little industrial logic in the scheme. That episode severely strained Thorn's credibility with the City, which had never had much sympathy with Mr Laister's penchant for grand strategies. His nemesis came in July 1985, when a

sudden collapse in profits prompted a boardroom coup.

After leaving Thorn with a £440,000 golden handshake – then one of the largest ever awarded – a new management imposed sweeping cost cuts and sold off most of its electronics manufacturing businesses.

In the past five years, Mr Laister has forged increasingly close links with the Maxwell business empire. He has served as a director of several media, cable and satellite companies in which Mr Maxwell had stakes, and last month was named deputy chairman of MCC.

He played a central role in the 1987 purchase by MCC of Nimbus records, Britain's largest compact disc maker, and the formation of a joint venture between Nimbus and Philips, the Dutch electronics company, in advanced information systems.

Mr Laister has also acted as a company doctor to several troubled companies, including Oceania, an offshore services company, and Finance, Land and General Holdings, a hotel and property group.

When Mr Shaffer's company was bought by MCC in 1988, he probably never imagined becoming chief executive of the UK-based publishing empire within three years. Still less that he would catapult into this role by a corporate banking crisis which Mr Maxwell's death had triggered.

Yet if there was any message which MCC's newly-appointed chief executive was trying to convey yesterday, it was "business as usual". No, he said emphatically, there were no assets within the pub-

lic company which were for sale.

"The sale programme started early this year and was completed with the disposal of Biarritz."

Had not there ever been inquiries? "Not that I'm aware of," he responded.

Deeming to discuss details of MCC's debts, Mr Shaffer did volunteer an equally sanguine view about the effect which the recent sequence of events had had on underlying business within the publishing group.

"I think," he remarked with almost British sang-froid, "that there's been very little impact on operations".

Mr Shaffer, 48, is a relative newcomer to the MCC empire. He first encountered the business when Dun & Bradstreet decided to sell its Official Airlines Guide subsidiary to MCC for £750m in 1988. Shaffer was president of OAG, the main business of which involves the collation and publication of worldwide airline scheduling and fare data.

At the time of the sale, OAG had revenues of about \$180m (£100m) and was making profits of about \$85m. It also took in Thomas Cook Travel, which operated some 60 offices in the US and where Mr Shaffer was vice-president.

On joining MCC, his responsibilities widened. He started to look after some of the businesses which MCC acquired as part of the Macmillan publishing empire, as well as some of MCC's businesses in the UK. As a result, he said, he has been jetting between the two countries for some time, although his home remains in New Canaan, Connecticut.



Peter Laister, appointed the new chairman

This announcement appears as a matter of record only

November 1991



## Bristow Helicopter Group Limited

£105,000,000  
Senior Debt and Revolving Credit Facilities  
to Fund a Management Buy-Out

Arranged by  
National Westminster Bank Plc  
Acquisition Finance

Underwritten by  
Bank of Scotland National Westminster Bank Plc

NatWest Acquisition Finance

This advertisement is issued in compliance with the Regulations of The International Stock Exchange of the United Kingdom and Republic of Ireland Limited ("the London Stock Exchange"). It does not constitute or contain an offer or invitation to any person to subscribe for or purchase any securities of Invicta Sound PLC. Application has been made to the London Stock Exchange for the entire ordinary share capital of Invicta Sound PLC, issued and to be issued pursuant to the Offer, to be admitted to the Official List. Dealings are expected to commence on 9th December, 1991.

INVICTA SOUND PLC  
(incorporated and registered in England No. 1798533)  
to be renamed  
SOUTHERN RADIO PLC

Introduction  
to  
the Official List  
following the recommended merger of  
Invicta Sound PLC and Southern Radio PLC

SHARE CAPITAL

Authorised £ Number	Issued and to be issued fully paid £ Number
3,500,000 35,000,000	Ordinary shares of 10p each 2,834,261 28,342,608

Invicta Sound PLC operates independent radio stations broadcasting in Kent. Its principal subsidiary, Southern Radio PLC, operates independent radio stations broadcasting in Sussex, Hampshire and the Isle of Wight.

Copies of Listing Particulars relating to Invicta Sound PLC, which will be included in the Companies' Fiche Service available from Exetel Financial Limited, 37-45 Paul Street, London EC2A 4PB from 3.00 p.m. on 5th December, 1991, may be obtained, by collection only, during normal business hours up to and including 6th December, 1991 from the Company Announcements Office of the London Stock Exchange, London Stock Exchange Tower, Old Broad Street, London EC2N 1HF. Copies may also be obtained during normal business hours up to and including 18th December, 1991 from:

Invicta Sound PLC Southern Radio PLC Bankers Trust International PLC Brown, Shipley & Co. Limited  
Radio House Radio House 1 Appold Street London EC2A 2HE  
John Wilson Whittle Avenue Segensworth West London EC2A 2HE  
Business Park Segensworth West London EC2A 2HE  
Whitstable Fareham PO15 5PA  
Kent CT5 3QX

4th December, 1991

This announcement appears as a matter of record only.

November 1991

£125,000,000  
Management Buy-Out

MIDLAND NEWSPAPERS LTD  
£52,000,000  
SENIOR DEBT FACILITIES

Arranged and led by  
Bank of Scotland

Underwritten by  
Bank of Scotland  
National Westminster Bank PLC  
3i plc

Swiss Bank Corporation  
Agent Bank  
Bank of Scotland

Institutional Equity Arranged and led by  
Candover Investments plc

Underwritten by  
Candover Investments plc  
The Candover 1989 Fund  
CINVen

Mezzanine Finance Underwritten by  
Intermediate Capital Group Limited

BANK OF SCOTLAND  
A FRIEND FOR LIFE

Bank of Communications  
(Taipei, Taiwan, Republic of China)

U.S.\$40,000,000 Floating Rate Notes due 1993

In accordance with the provisions of the above Notes, notice is hereby given that for the six months from 29 November 1991 to 29 May 1992, the Notes will carry an interest rate of 5 1/4% per annum. The interest payable on each U.S.\$10,000 and U.S.\$250,000 Note on the relevant interest payment date, 29 May 1992, against Coupon No. 18 will be U.S.\$265.42 and U.S.\$6,635.42 respectively.

Agent Bank:  
 Lloyds Bank

## EVANS OF LEEDS PLC

## Property Investment Group

UNAUDITED RESULTS FOR THE SIX MONTHS

ENDED 30TH SEPTEMBER 1991

	6 months to 30/9/91	6 months to 30/9/90
Total Revenue	£3,226	£2,202
Profit on Ordinary Activities after interest and other charges	3,446	3,302
Taxation	854	1,105
Profit attributable to shareholders	2,592	2,198
Earnings per share	3.85p	3.35p
Interim Dividend	1.30p	1.18p

The current annual rent roll exceeds £10m.

The increased dividend will be paid on 31 January 1992 to all shareholders on the register on 13 December 1991 and will absorb £361,436.

## UK COMPANY NEWS

UniChem in £35m cash call  
and £27m pharmacy buy

By Peggy Hollinger

UNICHEM, the UK pharmaceuticals wholesaler whose bid for Macarthy has been referred to the Monopolies and Mergers Commission, is stepping up its move into retailing through a £35m rights issue and the separate £27m acquisition of E Moss, one of Britain's leading pharmacists.

The 1-for-4 rights issue at 14p per share was accompanied by a pre-tax profits forecast of £51m for 1991, compared with £16.4m last time. News of the cash call depressed the share by 7p to 17p.

Mr Peter Dodd, chief executive said the group would pay £27m in cash and shares for Moss, which has 92 outlets mainly in the south east of England. After the deal, UniChem will own 131 stores of which 130 were purchased in the last 12 months.

UniChem intends to build up a franchise network using some Moss stores and its own existing outlets.

Moss is expected to bring £25m in sales to UniChem's wholesaling business and £16m to retail turnover. UniChem enjoys about 29 per cent of the UK wholesale market.

UniChem will issue 9.8m shares worth £17.2m to Moss vendors at a price of 17.16p, plus £8m cash. A final payment not expected to exceed £1.4m will be made after a review of Moss's accounts. About 67.4 per cent of Moss shareholders



Peter Dodd: talks on a possible buy in western Europe

have agreed to the offer.

Moss's vendors will hold about 8 per cent of the enlarged group after the rights, for which they will not be eligible. UniChem will own 50 per cent owned by 4,400 pharmacists which are also the wholesale's customers.

Profits from the rights will be used to fund further retail

acquisitions in the UK and wholesaling businesses in continental Europe. Mr Dodd said the group was in talks on a possible purchase in western Europe, which could amount to between £20m and £10m.

UniChem's acquisition fol-

lows its thwarted attempt to

take over Macarthy, the drugs retailer and manufacturer. Mr Dodd said the group would re-examine its position on the bid when the commission announced its decision. "It depends what I would have to bid," he said. "I think there will be two to three players then."

Mr Dodd said he did not expect the Moss purchase to be referred as the retailer had distributed its own pharmaceuticals. "Having said that, I don't think anybody would be prepared to put money down on the OFT."

## NEWS DIGEST

Anglo-Irish  
Bank calls  
for £26m

THE ANGLO-IRISH Bank Corporation is to raise £26.1m (£24.3m) through a 1-for-4 rights issue.

The issue of 60.2m shares at 46p apiece, is underwritten by AIB Capital Markets; the bank has been advised by Goodbody Corporate Finance.

Anglo-Irish, formed 27 years ago out of the City of Dublin Bank, is the third largest bank in the Republic with assets of £575m. It is a niche-player specialising in commercial mortgages to high net worth individuals.

The rights issue means that its total capital base rises from £45m to £75m.

This is the second time in less than three years that Anglo-Irish has gone to its shareholders for cash. In 1989 it raised £22m.

The bank said yesterday it had no specific purpose in making the rights issue other than generating increased earnings per share. "We want to properly position ourselves to take advantage of opportunities on the market."

Its largest shareholder is EISIN, Investment Trust which controls a 12.6 per cent stake.

Evans of Leeds  
edges higher

Evans of Leeds, the property investment and development group, continued its recent growth with a modest advance, from £3.3m to £3.45m, in pre-tax profits for the six months to end-September.

The rent roll improved to

£18m against £17m at the

beginning of the year and £15.7m a year earlier.

The company said the increase was achieved in spite of continuing adverse conditions affecting the property investment industry.

Total revenue was 13 per cent higher at £9.38m (£8.23m). Earnings per share improved to 3.95p (3.35p) and the interim dividend is increased from 1.15p to 1.3p.

Rental income had shown a worthwhile increase, directors said, and the policy of developing only where pre-lets had been obtained was continuing.

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## Heavy costs leave Brent Walker with £134m loss

By Robert Peston

BRENT WALKER, yesterday disclosed that it paid £23m for advice from lawyers, accountants and merchant banks in its attempt to avoid receiver-ship.

The troubled leisure company gave details of these restructuring costs along with losses of £134m before tax in the 28 weeks to July 14.

Figures for the comparable period were not available. New management believed that profits disclosed last year were "materially overstated" and that no attempt had been made to calculate what they should have been.

Mr John Leach, finance director, pointed out that Brent Walker's core divisions - public houses and brewing, together with betting services - had made a profit before interest of £34m. These are the businesses that the company would be concentrating on if

its restructuring plans were to be put into effect.

However, the interest charge of £118m was still more than the £10m paid for the whole of 1990.

Mr Leach said there were two main reasons for the increase:

• The group had reduced its work on property developments, which meant that under UK accounting conventions it was less able to capitalise interest in its balance sheet rather than taking it through the profit and loss account.

• It was paying a higher interest rate than last year because its banks had insisted on receiving a wider margin on loans to the group when they agreed to an interim refinancing of debt last year.

There were also exceptional charges of £51m. Of these, £34m represented a provision for the rescheduling and restructuring of debt that place in the new year. A further £20m would be added to bank debt, which is interest accrued but unpaid during the year.

### Expanding Allied Colloids rises to £21m

By Paul Abrahams

Allied Colloids, the Bradford-based specialty chemicals group, yesterday reported pre-tax profits up from £19.4m to £21.1m for the half year to September 28.

Mr Gordon Senior, finance director, said: "In the circumstances the results aren't bad - which means in Yorkshire that they're quite good. We are satisfied but not complacent."

Lack of dependence upon the UK market had allowed the company to sustain volume growth, he said. Turnover, up 10 per cent, from £112.2m to £124.6m, had increased in all regions except the UK. Only 15 per cent of the group's turnover is in Britain.

The company simultaneously announced it had bought Hydrolabs, a specialty group dedicated mostly to the US textile industry, for £15m (£10.1m), representing its largest ever acquisition.

Earnings per share rose from 4.63p to 5.17p. The interim dividend goes up to 0.88p (0.8p).

### Board shake-up and job losses at Mortgage Corp

By David Barchard

THE MORTGAGE Corporation, one of the largest centralised mortgage lenders set up in the 1980s, is to make 50 of its 400 staff redundant and close its offices in Edinburgh and Birmingham.

At the same time, four managing directors, covering most of the group's operations, have been replaced. Mr Ray Pierce, chief executive, resigned six weeks ago but his departure is understood to have been voluntary.

The managing directors who have lost their jobs are Mr Martin Augier, head of operations, Mr Alan Gallant, head of mortgage information systems, Mr John Boyle, finance director, and Mr Chris Herbert, sales and marketing director.

The cutback is the latest in a series of retrenchment operations by mortgage companies which have been hit harder than other types of lender by the depression in the UK housing market.

Mr LeRoy Rothe, a mortgage banker from Salomon, TMC's parent company in New York,

was this week brought in as the company's new chief executive.

Yesterday TMC signalled that despite the cutback it was not withdrawing from the market and still hoped to stage a comeback when the housing market recovers.

It has a 1 per cent share of the UK mortgage market and a mortgage book of £2.8bn. It also administers over £1.2bn of mortgages from other institutions.

"We believe the UK mortgage market will continue to be depressed during most of the next year and we have to restructure our organisation to focus on providing business to our existing customers," said Mr David Jarvis, chairman.

He said that the decision to make the cutbacks had not been easy but was necessary to maintain the viability. TMC hopes to remain a strong UK mortgage lender in the longer term. The sales force is to be slimmed down and will operate only out of its national head office.

### Good sales growth helps Seaboard

By Juliet Sychra

SEABOARD, the electricity supplier for the south east of England, yesterday reported pre-tax profits of £6m for the half year to September 30, compared with a pre-formal loss of £7.6m the previous year.

Earnings per share were 3.6p, compared with losses of 4.2p last time.

The interim dividend is 5p, compared with a nominal 4.4p. This increase of 12.5 per cent is above the 12-13 per cent range expected for most regional companies and confirmed City expectations.

Seaboard was floated on a lower yield than most regional electricity companies, to dampen local share demand. Operating profit rose to £2.6m from a loss of £1.2m, up from £1.22m at end-1990. If the rescheduling and restructuring of debt that place in the new year a further £20m would be added to bank debt, which is interest accrued but unpaid during the year.

#### • COMMENT

The strongest point in Seaboard's results was, as expected, good sales growth. The City received the announcement that Sir Keith Stuart, formerly a non-executive director of Seaboard, and chairman of Associated British Ports, would take over as chairman next September with Mr Jim Ellis, Seaboard's commercial director, as chief executive, with little interest. The company has not made striking statements about cost cuts, or communicated a sense of its grip on future supply costs. But while not making obvious cuts, Seaboard has, like many other regional companies this season, kept a weather eye on the regulator, telling analysts that it believed its high dividend cover, but relatively low rate of return on assets, could offer it protection from a regulatory clampdown on companies that give more away to shareholders than customers. Forecasts reflected the fact that many analysts believe the company's underlying business more than offsets its often weak presentation. They were in a wide range from 296m to 2104m, putting the company on prospective p/e's of between 5.5 and 7.

## A game of bluff and counter-bluff

Hugo Dixon on the complications of fixing the BT share sale price

THE PRICING of shares in the £2bn BT sale has turned into a complicated game of bluff and counter-bluff between the government's advisers and institutional investors.

Retail investors must have their applications in by 10 o'clock this morning. But the price at which the shares will be sold - the strike price - will only be decided at the weekend once the final bids by institutions have been made.

The shares are to be paid for in three instalments. The first and second instalments have been set at 125p and 120p in the institutional offer. Retail investors will pay 15p less on each instalment.

The view is that the partly paid shares will shoot to a premium compared with the price reflected in the "gray market" by IG Index, the financial bookmakers. This implies an 11p premium for institutional investors and a 26p premium for retail investors.

A big premium, however, may not materialise given that government advisers said yesterday that the strike price will be around the price at which existing BT shares are already trading, currently 345p.

They are therefore aiming for a small premium, by setting a higher strike price.

SG Warburg, the government's lead financial adviser, is said to be asking institutions to bid for shares at a 10p-12p premium to the market price and to be suggesting that the strike price would be 50p above the market price.

One theory, favoured by government advisers, is that institutions have so far bid deliberately low in the hope of forcing the government to sell the shares cheaply. But, with the deadline nearing, they will have to increase their bids or face the prospect of not receiving any shares in the sale.

However, there is an alternative way in which the 30p arbitrage gap could be closed - by the price of fully paid shares falling on Monday. The immediate objection to this is that if the price were going to fall on Monday, why has it not fallen already?

The answer is that the price being quoted in the market may not be a true reflection of market sentiment because of the price it artificially.

The proof of which theory is correct will only be known on Monday.

### Bad debts and interest charges trim Greene King

By Philip Rawstorne

BAD DEBTS and increased interest charges contributed to a marginal decline, from £11m to £10.9m, in pre-tax profits at Greene King in the six months to November 3.

Interest payable by the Suffolk-based group yesterday reported pre-tax profits of £1.1m for the year to September 30 compared with a loss last time of £1.78m.

A significantly better performance from the core pub retailing and brewing business was laying a firm foundation for full-scale recovery over a period, said Mr Christopher Pope, chairman.

There was a final extraordinary charge of £250,000 on the Highcliff hotel in Bournemouth, now half-owned and managed by Vaux, which was partially offset by a £100,000 write-back on disposal of the Realstream computing business.

The accounts also included an exceptional £475,000 as the group's share of the hotel's 4.1p.

Overall beer volumes were down slightly but sales of cask-conditioned ales were 50 per cent higher. Wine volume sales were also up in a declining national market.

Earnings per share dropped from 8.01p to 5.53p. A final dividend of 1.76p (2.35p) is proposed, making a total of 2.64p against last year's 4.1p.

The results also included a £23,000 loss on the brewer's interest in Butterly Hotels but Mr Redman said that asset

cover for Greene King's £10m loan guarantees was "comfortable."

Brewing and pub retailing weathered the recession with some success. Trading profit increased 11 per cent to £12.5m (£11.3m) on turnover ahead 5 per cent at £65.6m (£62.2m). Profit margins rose by one percentage point to 19.1 per cent in spite of an increasingly competitive market.

Abbot and IPA, the group's premium cask ales, continued their volume growth in the guest beer market.

Terms had been agreed on the acquisition of a further 14 pubs in Kent, strengthening the company's position in that trading area, he added.

The interim dividend goes up to 3.5p (3.5p), payable from earnings of 19.2p (18.6p) per share.

Analysts scaled down their year forecasts slightly to £22.5m.

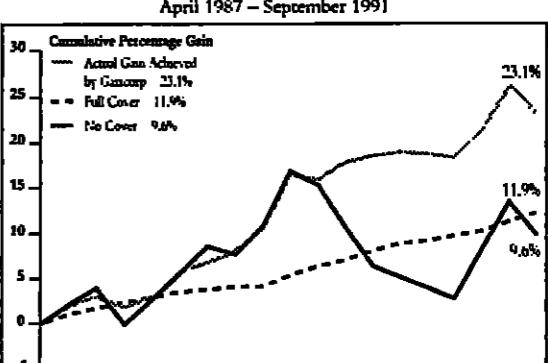
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## The Bricom Group Ltd

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November 1991



## COMMODITIES AND AGRICULTURE

## LME acts to ease the squeeze on copper

Kenneth Gooding analyses the reasons behind yesterday's dramatic intervention

THE LONDON Metal Exchange yesterday took formal action to calm the turmoil which was threatening to get out of hand in its "flagship" copper market. The market has been in the grip of a severe technical squeeze, which traders suggest has been caused by the Sumitomo Corporation of Japan taking control of much of the LME's copper stocks (see below).

Mr David King, the exchange's chief executive, walked on to the trading floor just before noon to announce that a limit of \$25 a tonne a day was being imposed on the backwardation - the premium paid for copper for immediate delivery compared with metal for delivery in three months.

This should alleviate the worst impact of the squeeze which some consumers complain has held copper prices at artificially high levels for months.

However, it is widely expected the squeeze will end today, because Sumitomo is likely to change its tactics and the price will subside.

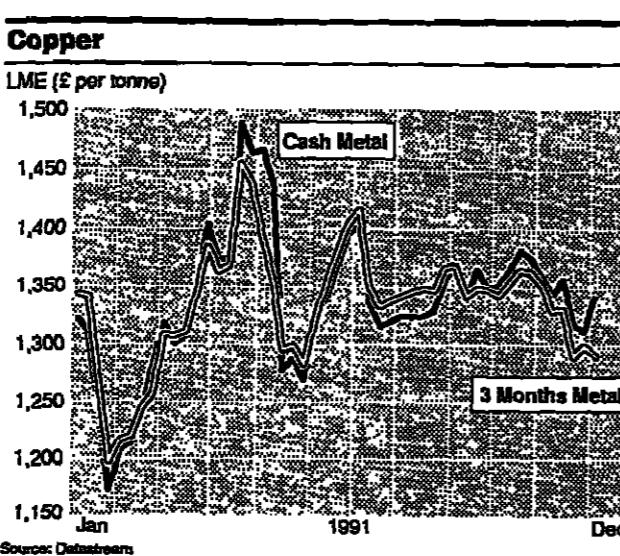
Last week, some consumers issued an unprecedented public rebuke, urging the LME to "investigate with urgency the apparent distortions in the market and to take all necessary steps to ensure that an orderly and true market prevails."

Acting through the International Wrought Copper Council, an organisation which represents all sections of the industry, the consumers pointed out that the present state of the exchange's copper market "appears to have no connection with the background of the fundamental situation in the metal, where demand is relatively weak and supplies apparently plentiful."

As the LME's copper contract is the reference point for deals the world over, the IWC suggested that "this situation is causing damage to the copper market."

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But he insisted in a tele-



Source: Datamonitor

price) to cover their positions. They do this by "borrowing" metal, which in LME terms means they buy spot metal while arranging to sell it again at a future date.

The widening backwardation has been caused by dealers wanting to hold on to copper until the LME December options are declared today. The "open position" for today shows that, in theory, 424,000 tonnes of physical copper might have to be delivered - compared with 308,250 tonnes held in LME metal houses.

The IWCC letter made holders of metal nervous because, as was demonstrated yesterday, the LME has the power to limit the size of the backwardation or can take other action to ensure that the market does not become "disorderly".

Holders therefore released some copper, lending it to the market (that is, they sold spot metal with an undertaking to buy it back at a later date) and the backwardation narrowed.

Mr Philip Crowson, senior economic adviser to the RTZ Corporation, the world's biggest mining group, describes the present state of the LME copper market:

However, it has been widening again this week until the LME executive intervened. Yesterday morning this limited the backwardation to \$25 a tonne a day.

The LME also said that those with short positions in copper contracts falling due today and succeeding prompt dates (the dates by which contracts must be settled) would pay a \$25 a tonne penalty per market day if they were unable to make physical delivery and/or were unable to borrow cash metal at or less than \$25 a tonne.

"Those with long positions originally seeking to take physical delivery shall be similarly compensated," Mr King ruled.

Ring traders were very much aware of the meeting, taking place in the boardroom behind a glass screen above the trading floor. The impact of the letter and the meeting was immediate. In one five-minute LME ring-trading session, the backwardation, which had widened to \$30 a tonne, narrowed to \$25. By the close that day it was down to only \$26.

What has caused all this turmoil? Traders say that Sumitomo, possibly with five other Japanese trading houses, has taken control of a big part of the LME's copper stock - estimates range from 30 per cent to 60 per cent.

Sumitomo has been using this position of influence to force the "shorts" (those who have sold metal they do not own in the expectation of being able to buy it later at a lower

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# DISTRIBUTION SERVICES

Wednesday December 4 1991

## Why 1992 will not be rushed

In many industries, efficient logistics can serve as the means of achieving that management maxim of the moment: to think globally and act locally. But there are both dangers and drawbacks from concentrating production at a limited number of sites. John Thornhill reports

**T**is only a little more than a year before the dawn of 1992 but it will be many years before the concept of the single European market will become a reality. Nowhere is this clearer than in the field of distribution services.

The removal of restrictions will allow a larger number of small operators to take advantage of the lower overhead costs that will result from the speed of international truck movements in Europe is less than 15 mph and costs anything between 1 and 3 per cent more than in the US.

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The experience of companies in the air express sector such as Federal Express, UPS, TNT and DHL - which have invested heavily in creating pan-European networks but which are losing money at the rate of \$500m a year - has acted as a warning of the dangers of moving too fast and too far ahead of the customer base.

1992 cannot be rushed; there are still considerable regulatory and physical obstacles in place in Europe which will hinder the full implementation of the single market programme. There is a growing realisation that although logistics can influence the development of the European single market they are also crucially influenced by it.

On the one hand, the process of deregulation throughout Europe has encouraged the growth of competition and has changed the cost equation of distributing goods.

For example, haulage operators facing fewer cross-border administrative obstacles and tariffs will be able to extend the distance over which they can economically carry

goods, allowing manufacturers to penetrate new markets.

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Companies in the air express sector such as Federal Express, UPS, TNT and DHL have invested heavily in creating pan-European networks

before piggy-backing on top of them. France Maas, the Dutch group, for example, has grown to European scale largely on the back of Philips and Rank Xerox, which have been busy rationalising their manufacturing and warehousing facilities on a pan-European basis.

Philips has been slimming down the number of warehouses it operates across Europe from the 75 it used to run. Xerox has been focusing its spare part services for the whole of Europe from a single central warehouse at Venray in the Netherlands.

The consolidation of European industry has been particularly notable in the electronics, automotive and chemicals sectors. But in the computer industry, companies such as DEC and Apple have also been establishing themselves on a European basis while in the food and consumer products industries, Procter & Gamble, Jacobs Suchard, Kellogg and Unilever have been accelerating down that route.

In all these industries, efficient logistics can serve as the means of achieving that management maxim of the moment - to think globally and act locally.

But there are dangers and drawbacks from concentrating production at a limited number of sites. The

more concentrated the facilities, the greater the risks and the more vital becomes. Reliability and quality of service become just as important as price for winning Just-In-Time delivery contracts for manufacturers or Quick Response supply chain management systems for retailers.

For companies operating in these areas, "intelligent" logistics functions such as collating and analysing electronic information will become more important than the "dumb logistics" functions of shifting boxes from point A to destination B.

Japanese manufacturing companies entering the European market are also likely to play a significant role. Many have been developing greenfield sites which have allowed them to make the most rational use of logistics networks, giving them a tremendous competitive advantage against indigenous producers. Japanese distribution companies such as NYK, Nichirei, and Mitsui are also setting up in Europe with the clear intention of satisfying their compatriots' logistics needs.

"In five years time, I think the fairly large slug of the European industry," says Mr Martin White of Coopers & Lybrand Deloitte, the management consultants.

The Japanese will account for a fairly large slug of the European industry," says Mr Martin White of Coopers & Lybrand Deloitte, the management consultants.

The Japanese have realised faster than most that effective logistics management can be used as a means of achieving competitive advantage. The quicker and more efficient use of stock can significantly reduce costs and release the productive potential of manufacturing facilities.

It has been estimated that the amount of capital tied up in inventory in the UK annually amounts to more than £80bn, representing about 20 per cent of the value of manufacturing output. In Japan, the corresponding figure is 10.5 per cent.

Ironically, in many respects Britain has led the way in the field of logistics - at least in the retailing sector. In terms of return on sales, UK transport companies accounted for seven of the top 10 European companies according to a recent survey in Motor Transport magazine. In terms of supply chain management, they have developed some of the most effective systems in the world in conjunction with Britain's formidable food retailing groups.

But although the deregulation of the European telephone and distribution markets has been good for the logistics industry as a whole there is a threat that increasing regulation in other fields will impinge upon its growth.

"Green" logistics will become an increasingly important theme for Europe's distribution companies. Future environmental legislation may well conflict with developments in the industry.

The nightmare scenario for some companies will be for them to have developed single plant production and centralised inventory, only to face severe restrictions on the movement of goods between factory and warehouse and from warehouse to customer," says Mr Cooper.

The growing importance of green logistics may provide a great opportunity for rail to re-establish itself as an attractive method of distribution.

The loosening of state-run railway and postal networks may also allow them to develop greater links with private sector organisations.

Red Star, the distribution arm of British Rail, has already forged trading links with some of its European counterparts and has recently reached an agreement with British Airways for international parcel deliveries.

The creation of the GD Net network among several European postal services with TNT, the Australian Post, has also sketched the outlines of the shape of the industry to come.

"European Logistics," James Cooper, Michael Brown, Melvyn Peters, Blackwell Publishers

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THE WONDERS of efficient modern distribution systems are perhaps only fully appreciated in their absence.

This is manifestly the case in large areas of central and eastern Europe where over several decades the rudimentary means of distributing goods have become clogged by inefficiency, wastefulness and corruption.

In the new era of resurgent capitalism, the various countries in the region are trying to create alternative networks for moving goods from the point of manufacture to the end consumer. It is likely to be a long and painful process.

The situation is perhaps at its most acute in the Soviet Union where for more than 70 years the whole economy has been production-driven rather than market-led. Goods and services have been pushed up the supply chain from the factories and farms to the consumer rather than being pulled there by way of retailers and wholesalers.

This emphasis has in part been responsible for the distorted structure of the Soviet economy. For example, the Soviets produce twice as much steel as the west but use only 3 per cent of the amount of corrugated boxes they run an advanced space programme but their road infrastructure is barely bigger than that of France.

Even the Soviet State Scientific and Research Institute of Automobile Transport candidly admits that the country's distribution network is "30 to 50 years behind that of the west".

Many of the country's specific distribution problems have been highlighted by a team of UK experts that visited the Soviet Union in September under the aegis of the government's know-how fund programme.

They discovered a country that was "logistically crippled". The primitive state of transport, storage and distribution had given rise to wastage of "horrible proportions" with almost 40 per cent of all produce being squandered.

Mr George Hazle, of Exel Logistics, the UK distribution group, who was part of the team, said their principal discovery was that there had been a fall in agricultural production but that effective aid would still be dependent on improving the distribution network.

Some of the proposed remedies were relatively modest. Better feeds and livestock strains would help improve agricultural production. Basic parts for tractors and trucks would reduce the dreadful waste of resources which resulted in 40 per cent of equipment lying idle for need of repair.

In terms of distribution, the team identified a need for heavier vehicles, greater vehicle security and more efficient loading systems. More sophisticated techniques

## DISTRIBUTION SERVICES 2

John Thornhill looks at eastern Europe

## Great possibilities

Some western companies which have set up operations in the Soviet Union have had to create an entire distribution network to ensure that their needs are reliably met. MacDonalds, the US fast food chain which has opened an outlet in Moscow, has established an integrated supply chain from farm to restaurant to satisfy the security of its supplies.

Many other western branded goods companies are following a similar route in the countries of central Europe. In Hungary, for example, companies such as Procter & Gamble, Unilever and Heinz are all establishing their own distribution networks to sell their products to the highly fragmented retail industry which has about 50,000 retail outlets.

Countries such as Hungary, Czechoslovakia and Poland have already moved a lot further down the road of economic liberalisation than the Soviet Union but even they are struggling to create viable alternative distribution systems.

New private distribution networks are emerging to replace the crumbling state-owned organisations but they are not yet sufficiently strong to bear the full weight of the market. And some of their facilities are still primitive - one consultant recently returned from Budapest recalls his horror at seeing chicken sheds being used as warehouses.

In Hungary, the 10 state distribution networks, known as fuzetek, are in the process of being privatised or sold off. The first of them, Dunas Fuzet, has been sold to the Belgian retail group Louis Delhaize, which has begun to set up its own discount supermarket chain in the country under the Profi name.

But perhaps a more easily accessible area of the distribution market is for courier and express services. DEL, the International courier group, and TNT, the Australian company, have been rapidly establishing their operations in eastern Europe although it seems more a question of sticking flags in maps at the moment than conducting a vast amount of business.

There are clearly great possibilities for western companies to help develop the distribution infrastructure in eastern Europe. For those with sufficient vision, patience and determination, an enormous and unprecedented business opportunity awaits.

DHL runs a fleet of planes for its Moscow express service

such as the containerisation of goods and the computerisation of warehousing would have to wait until the basic infrastructure was improved.

But the most urgent need is arguably for greater training. The British know-how fund, in conjunction with Exel Logistics, looks set to sponsor a training programme for 2,000 Russian transport managers in the UK.

Another encouraging sign has been the recent formation of a Swedish consortium - consisting of the Axel Johnson trading group, the Tetra Pak Alfa-Laval food processing and packaging company, and Sweden's farmers federation, the LRF - which is aiming to invest \$100m over the next three to five years in developing model food production, distribution and retail projects.

But as well as the sheer physical problems of dealing with distribution in the Soviet Union, there is also a host of political complications. There is now no unitary body responsible for transport - each of the union's former 15 republics has taken

responsibility for their own region and overall co-ordination is plagued by political dissension.

Michael Terry on the prospect of a single European market

## Chicken and egg argument

WITHOUT a satisfactory physical distribution system, it is difficult to imagine how the single European market can work.

Yet in contrast to their previously high hopes, managers of Europe's leading distribution contractors fear that they may not be in a position to set up pan-European logistics networks in time for the start of the market in 56 weeks' time.

Mainly they blame European legislators for being too slow in setting up the necessary legal framework. But they also claim that their future customers, the multinational manufacturers, are being slower than expected at putting in place their rationalised pan-European sourcing arrangements.

At the same time, in what has clearly become a "chicken and egg" argument, certain manufacturers are openly criticising the distributors for being ill prepared for the new opportunities.

The slowdown with which European legislation has so far been handled means it is unlikely that we will have the necessary framework for setting up the common standards of service, common procedures, common tariff structures and common communications systems that are essential to a truly pan-European distribution network," said Mr John Brotherton, in charge of logistics and distribution at the LEP Group.

LEP is one of the world's largest transport groups, with freight forwarding, warehousing and road distribution operations in nearly 40 countries, including partnerships with Daimler-Benz and Volkswagen for JIT parts distribution in Germany.

Mr Brotherton refers to Germany where the road transport market is still highly regulated and, in his view, likely to remain so for some years to come. He compares it with the fully deregulated regime in the UK and the partly deregulated one in France.

He points out that Europe is still a long way from agreeing harmonised arrangements for fuel and vehicle taxes. He criticises the new Alpine transit arrangements which he says allow unnecessarily strict restrictions on lorry movements between Germany and Italy.

"There are all sorts of complexities which we were promised would be removed by January 1, 1993, but which are not going to happen," he claimed.

"Meanwhile there are those of us who accepted the promises at face value and have spent lots of money trying to build up pan-European capabilities."

### Eagle Star

In the FT survey on courier and express services, which appeared on July 24 1991, reference was wrongly made to Eagle Star Express. The reference should have been to Eagle Express, which has no connection with the Eagle Star group.

Mr Theo Weitemberg, managing director of Nedlloyd Distributors International, a subsidiary of the Royal Nedlloyd Group, felt that few manufacturers were yet organised for the single market.

"A lot of companies are still taking distribution decisions at a local, country, level rather than a European one. Furthermore I don't think there will ever be a distribution company who can have the whole of Europe in its working area, especially those smaller countries who are on the edge of Europe. A major constraint is setting up organisations and motivating people," he said.

Nedlloyd Distributors International specialises in common user warehousing and has 29 sites in Europe. It provides storage, order picking and delivery services for companies such as multinational computer manufacturers Digital, IBM and German department store Kaumhalle.

Next January, it opens a dedicated warehouse for IBM at Amsterdam to carry out European deliveries of computers, including localised customising of the product.

Ezel Logistics, the distribution arm of Britain's employee-owned NFC group, has a five-year plan to become a leading European logistics company. The plan is to offer dedicated warehousing solutions to manufacturers and retailers, both food and non-food, through

acquiring the management expertise and customers of local companies.

It first entered Europe by managing a centralised distribution service for Marks and Spencer's store in Paris. It uses local hauliers to carry out the deliveries.

Now it has acquired companies in Spain, Germany, France and Holland at a total cost of \$25m. In the past year it has put forward some 20 proposals to would-be clients.

"They are asking how they should be structuring their European operations; how they should be distributing to their European customers; how they should be servicing various businesses and whether they should be holding stock."

Mr Ted Burridge, international technical manager for Reckitt & Colman, claimed that the distribution industry was not yet geared up for pan-European services.

His complaints resulted from a search for a distributor to support Reckitt & Colman's restructured manufacturing system.

"Few if any hauliers had the organisation to allow them to treat our contract as a total concept. They were organised along national lines with each national business responsible for its profit. With Reckitt & Colman it was the total profitability, not the individual route, which was important," he said.

The author is editor of European Freight Management, a Financial Times newsletter.

Between corporate direction and local interest," he says.

Mr Shippee admits to not being paid for the time taken to develop and present proposals to the likes of BP Chemicals, Neste, Dow, Chemicals and Fischer Price.

"Most of these people are existing customers in other areas and we are trying to extend our services to help them with solutions," he said.

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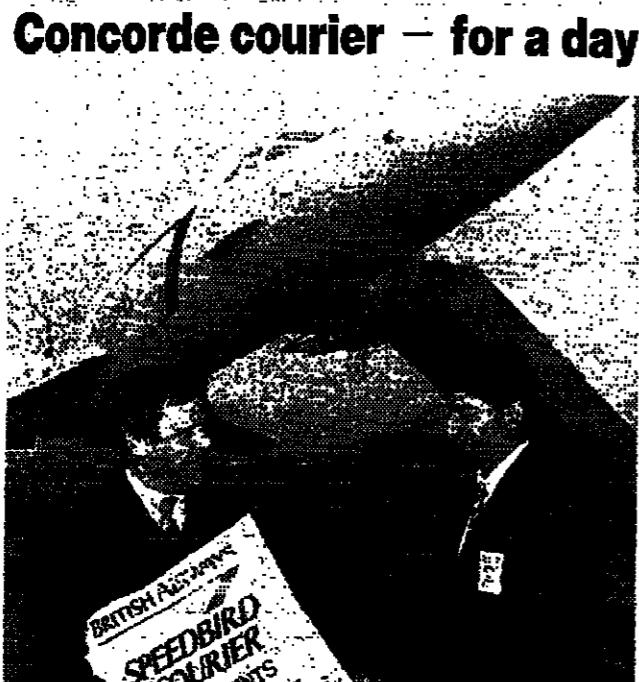
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## DISTRIBUTION SERVICES 3

### ■ COURIER AND EXPRESS

## Frantic developments



AS we descended from 53,000ft and the golden rays of Manhattan's twinkling street lights emerged from the darkness, Concorde flight BA003 was 10 minutes ahead of schedule for landing at New York's Kennedy Airport, writes Michael Terry.

It was good news for the American banks, credit companies and commercial organisations whose paperwork for thousands of dollars of European cash transactions had been put in my personal care for the past 3½ hours.

Because of the Concorde phenomenon of arriving in New York some 1½ hours - local time - before the take-off from London, the British Airways Speedbird courier service would comfortably meet its daily commitment to same-day delivery to New York offices before they close.

And because extremely high interest rates and cash flows valued at millions of dollars are involved, the airport-to-airport service has become critical for transatlantic commerce.

Customs clearance at JFK, clearly explained in BA's instruction note, was straight-

forward. A representative from the New York Air Courier Company (NYACC), licensed by the US Customs Service to handle customs clearance on behalf of courier services, was at the pre-clearance and re-clearance point beyond passport control. On completion of clearance, he alerted the local courier companies that the goods are ready for collection.

The NYACC agent took the pouch of customs documents for the 24 sacks of shipments that had been stowed in the aircraft hold in my name and in a separate building checked the consignments were all present and correct.

Fifteen minutes later, he handed back the customs clearance document for me to present to the customs inspector. If the inspector had wanted to check the load, he would have had to do so in my presence.

By being "accompanied", commercial consignments in the care of a courier - about 65 per cent are documents - are treated by customs as if they are personal baggage. It is far quicker than normal air freight formalities.

### ■ WAREHOUSING

## Technological revolution

IN recent years, businesses have become increasingly aware of the cost factor involved in distributing their goods. Recent surveys indicate that between 25 per cent and 30 per cent of a company's profits can be associated with logistics, be it warehousing, transport or some other element in the total supply chain.

Because of this, many companies are currently reviewing their logistic systems with a view to making them more efficient and cost effective. One important part of this review is the warehouse.

The image of the traditional warehouse, where a mass of components are stored in a disorganized manner and retrieving them is a protracted process, is long gone. The warehouse has been hit by a technology revolution which has completely changed the efficiency and operating patterns.

In reviewing their logistics systems, companies find that one of the vital factors highlighted is that the supply chain must include efficient warehouse operations. This generally warrants a sizeable investment in information technology so that as goods are sold off the shelf at one end of the chain the request for more stock is automatically passed to the warehouse and on to the manufacturing plant to ensure a constant supply of products, especially if a "Just-in-time" (JIT) system is being worked.

A JIT system does not necessarily imply speed but just a regular flow of parts to the manufacturing line on a pre-determined basis. To achieve this an efficient communications package linking all parts of the chain is crucial. The warehouse is the hub of such a system. A failure is often costly and very time consuming.

However, such is the pace of technological advancement in this area that the facility can rapidly become out of date. A recent survey among logistics operating managers revealed that 27 per cent of warehouses were considered to be out of date within two years of opening and 50 per cent after four years of operating.

The revolution in warehouse operation started in the mid-1980s when the first automated storage and retrieval machine was installed. This operated from rails fixed to the top of the storage rack and was equipped with twin hanging masts which had a pair of forks to handle the pallet unit load. Since that time more than 1,000 automated warehouses have come on stream throughout Europe.

In an automated warehouse, the movement of products into the storage area, their positioning and subsequent retrieval is performed by mechanical devices which are controlled by electrical processors. Warehouse automation is less

LEADING operators in Europe's struggling air express industry, said to be losing \$500m a year, are frantically developing their courier services into global logistics and distribution systems.

By adding further value to their express delivery operations, they are seeking to escape the costly trap of low charges which intense competition during the previous decade had forced upon them.

Managements from companies such as TNT, Federal Express, UPS and DHL are discussing with leading multinational enterprises ways in which they can tailor their express services to develop and enhance global supply lines between factories and with customers.

They are investing millions of pounds in warehouses, electronic data processing systems, aircraft and trucks in readiness for a business explosion they are predicting will be as dramatic as the early days of the courier express industry itself.

They have wholly-owned subsidiaries, joint ventures agreements or agency arrangements in all the leading west European countries.

"Eighty per cent of multinationals in Europe are looking to radically change their European logistics systems," said Mr Tony Heating, European logistics director for UPS, a company which has set up specialist logistic groups in each of its six global regions.

"All of us see this as the major market opportunity. It offers the big contracts and all after UPS has identified 500

companies in Europe with potential annual earnings for it of more than \$1m each, it is currently negotiating with 55 of them."

Mr Heating would not name the companies, but it is thought likely they include IBM, Honeywell and Motorola, companies with which UPS already has courier contracts.

The express operators are

quarter's loss of \$369m.

"The industry needs to charge about 10 per cent more than it does at present in order to break even. We need to make profits in order to provide the best possible service."

This summer's merger of TNT's former Skynak, Mailfast and Express Europe divisions under the umbrella of TNT Express Worldwide was aimed at offering an integrated international express delivery service.

Already it dominates a niche market for emergency deliveries by air of automotive components for car assembly lines. It expects annually to fly some 6,000 tonnes of products, including gearbox, transmissions, axles, door panels and even foam rubber, across Europe for Ford, General Motors and Volvo.

Mr Moorhouse said TNT had contracts for supply chain management with more than 50 multinationals engaged in the manufacture of pharmaceuticals and medical and high-tech equipment, including contracts between Asia and Europe.

This summer, UPS, the last of the express delivery operators to enter Europe and the holder of an 8 per cent share of the European market, has now opened a bonded European distribution warehouse on the outskirts of Amsterdam for Pojet Computers, part of Fujitsu. The dedicated unit is manned by UPS which operates a computerised inventory control system that electronically receives orders and product shipment data from Pojet's headquarters in Santa Clara, California.

Completed units are flown into Schiphol airport by UPS which arranges European distribution to customers, half by air and half by road.

According to Mr Chris Hing, marketing director of DHL UK, one strength of the express operators - integrators as they are now known - is that they own aircraft, trucks and vans rather than contracting out. It gives flexibility and ensures reliability, he said.

By persuading clothes manufacturer Coats Viyella's branded menswear division to switch to air express, DHL has been able to reduce transit times by more than 50 per cent for shirt fabric samples imported from east Asia.

It gives the Coats Viyella

salesforce extra time to sell to

retailers ahead of production

and enables the factory to

accurately deploy the work-

force and pre-schedule machin-

ery rotas.

To ensure reliability, FedEx

Business Logistics prefers to make use of the 400 aircraft and 35,000 road vehicles which Federal Express, its parent company, owns worldwide.

Business Logistics' latest addition to its growing European parts bank operation is a common user warehouse facility at Amsterdam. The operation allows manufacturers to store spare parts locally for

post authorities.

The post offices joining the GD Net holding company are those of Germany, France, the Netherlands, Sweden and Canada.

The Commission is now

vetting the plan for its implications to the free market.

Competitors, who claim the move

was aimed at helping TNT fill

empty aircraft, doubt whether

the scheme will meet its

planned start date of next Jan-

uary.

UPU, the United Nations world grouping of postal authorities, is

defending its corner

speedy call-up either for assem-

ble-line use or delivery to cus-

tomers. Clients include medical

equipment supplier Varion and

mainframe supplier Cray Com-

puters.

In Britain it has begun to

operate a dedicated warehouse

and distribution system for

Sony's British consumer goods

products.

Meanwhile as the express

industry concentrates its

efforts on developing its logis-

tics capabilities, controversy

continues to surround its in-

terior raison d'être: express deli-

ivery of documents and parcels.

At a time when the industry

has been taking a defensively firm line in its submissions to the European Commission's much delayed green paper on postal monopolies, it was caught unawares by TNT's sudden announcement last July of the intention to form an international courier-express joint venture with five postal authorities.

The post offices joining the

GD Net holding company are

those of Germany, France, the

Netherlands, Sweden and Cana-

da.

The Commission is now

vetting the plan for its implica-

tions to the free market.

Competitors, who claim the move

was aimed at helping TNT fill

empty aircraft, doubt whether

the scheme will meet its

planned start date of next Jan-

uary.

UPU, the United Nations

world grouping of postal au-

thorities, is

defending its corner

energetically on the

grounds that the proposed new

enterprise will cream off the

profitable traffic and leave the

postal administrations with

only loss-making business.

However, the word is that

several other administrations

are considering the idea

although they are said to be

feared of reprisals by other

UPU members.

But TNT's choice of bed

mates is especially interesting.

One of them, the German Post

Office, has in the past taken

legal action against TNT.

France and the Netherlands

are currently at the receiving

end of litigation to which TNT

is said to be party.

Michael Terry

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## DISTRIBUTION SERVICES 4

Phillip Hastings takes a look at developments in the air cargo industry

TRADE recession in the main markets, additional security requirements and growing competition from express companies have all made 1991 a tough year for traditional air cargo service operators such as airlines and forwarders.

On the trade front, for example, airline cargo traffic in the important transatlantic market noticeably failed to pick up as expected after its usual summer season decline. Even the previously buoyant Japan-Europe air freight market has recently seen airline cargo volumes down by 25-30 per cent.

Airfreight forwarders have been equally hard hit. "Recession has made our market even more intensively competitive," says Mr Roger Curry, president and chief executive officer of US-based forwarder Emery Worldwide. "There is no balance between the value of the service we provide and the price people are paying for that service."

Meanwhile, the air cargo industry as a whole has been under strong pressure to

tighten up security. The UK Department of Transport, for example, has issued several circulars on the subject. As a result, airlines have had to invest heavily in new security equipment and systems, while forwarders have had to reorganise their cargo-handling procedures.

Adding to the problems of both airlines and forwarders is the increasing competition for traditional air cargo business from express companies such as TNT, Federal Express, DHL and United Parcel Service. In many cases, the express companies now use their own aircraft. UPS, for example, has just introduced a five-times-a-week DC8 freighter operation between Stansted, England and Newark in the US.

However, even with the increased competition and other problems, leading airlines are still continuing to increase their air cargo business. British Airways, for example, last month announced that cargo revenues for the half-year April-September 1991 rose by 2 per cent on the same six months of 1990, to just over £200m.

A key factor for airlines seeking to develop a role in current and future distribution chain activities will be their ability to provide a fast, reliable electronic exchange of information, both between each other and with shippers.

In that context, the airline cargo industry is increasingly concentrating on the development of community systems,

particularly of a "neutral" kind, which can be used by a broad range of parties worldwide and also interface with other systems in a true EDI (electronic data interchange) manner.

Mr Lew Llewellyn, senior manager commercial services for BA Cargo, makes the point that it is no longer sufficient for airlines simply to service core airport-to-airport cargo business over a closed international communications network.

These systems will have to be replaced using the very latest technology. That will enable an airline to provide the openness that EDI will demand with the sort of "pipeline visibility" that the customer will expect, and have more of a

focus on distribution. Systems will need to be easy to use, very flexible and above all, cost effective," he says.

One of BA Cargo's answers to those requirements is Carat (Cargo Agents Reservations Air waybill issuance and Tracking system). The system is already on line at some 80 forwarding company locations in the UK. Now, in conjunction with electronics industry company Ferranti and Dutch airline KLM, BA has developed a facility which will enable forwarders all over the world to dial up the Carat system.

Neutrality is very much to the fore in the thinking of Swiss airline Swissair which has developed a cargo industry electronic information network known as CCS-CH (Cargo Com-

munity System Switzerland). The system, which is a pilot project for Iata (International Air Transport Association), should become fully operational next spring.

CCS-CH is a neutral air cargo system which will be available to all parties, including forwarders, airlines, postal authorities, customs and private customers, says Mr Robert Wagner, general manager marketing cargo and mail for Swissair.

To further highlight the "neutral" nature of the system, Swissair plans soon to transform its limited company with a wide range of shareholders. Air France and Lufthansa of Germany have already moved in that direction with the estab-

lishment earlier this year of a company called GLS Europe (Global Logistics System) to provide a link in the logistic chain.

Airfreight forwarders, too, are investing heavily in new information technology. US-based Air Express International (AEI) says it is currently spending some \$12m a year on the operation and development of its Logis (Logistics Information System) system.

AEI has established a two-way computer-to-computer link with BA to provide instant information about the status of its shipments anywhere on the carrier's global network. Similar links have since been put in place with United Airlines, Federal Express and KLM.

However, forwarders and airlines agree that in order to meet the increasingly sophisticated needs of distribution service users, their co-operation needs to be extended well beyond information technology links.

Mr Tom Stack, the vice-president and managing director of AEI (UK), says airlines should,

for example, take a more business-like attitude towards rate increases. "In order that forwarders and shippers can plan ahead, we need to know if impending airline rate increases two or three months in advance," he says.

Mr Stack says there will be greater demand for service quality and he criticises his own industry, the forwarding sector, for sometimes lacking "proper measured standards". He says shippers should demand higher quality services from their forwarders. "The best forwarders will respond with the service levels needed and demand it from the airlines," he adds.

The pressure on the air cargo industry to improve service quality standards is also being seen in a number of other areas.

The cargo division of Virgin Atlantic Airways, for example, recently drew up a charter making ground-handling companies accountable for the service levels they provided.

Explaining that move, Ms Jane Spanton, Virgin's director of cargo operations, comments: "Handling companies must realise that we as an airline aim to give 100 per cent service to our clients. That means that we, in turn, expect 100 per cent service and commitment from our handling companies."

## ■ POSTAL SERVICES

## Stakes are high

PRIVATE couriers throughout the European Community are nervously awaiting the EC's green paper on the development of the single market for postal services.

The stakes are high for groups such as Federal Express of the US, the international courier DHL and the Australian-based delivery company TNT. They have spent millions of pounds to set up pan-European distribution networks; failure to secure liberalisation would end their hopes of capturing the increased business volumes needed to earn a return on investment.

In a submission to the European Commission, the European Express Organisation (EEO), an association of European private delivery services, says that liberalisation of postal services would lead to highly competitive business express and parcel delivery services.

There is some evidence to support this: in the more liberalised US, postal traffic grew 46 per cent from 1981 to 1988 and there is a postal service to every address in the country.

A few European post offices believe more competition is no bad thing. Britain and the Netherlands have already made changes ahead of the EC green paper, expected next month.

The Royal Mail is proposing to allow private couriers to use part of its service for the final delivery of letters in areas which they do not cover, such as remote villages. The Netherlands is trying to prise business away from more conservative countries by offering lower charges for bulk mail from the rest of Europe to destinations outside the EC.

However, most post offices, which together employ 1.25m people, are fighting to preserve the status quo. They fear wholesale reform threatens the continuation of a universal postal system guaranteeing regular deliveries to EC citizens in the outposts of the Community. Stripped of their monopoly rights in the more densely-populated areas, the post offices warn they could not afford to maintain services in remote regions.

Even advocates of reform – such as Dr Robert Albon, a senior lecturer in economics at the Australian National University who is visiting the University of Birmingham – agree that competition could adversely affect rural services by raising prices.

In a report for Aims for Industry, the UK industrial pressure group, he says urban households would benefit at the expense of rural ones.

The battle between the private couriers and national post offices is reflected within the European Commission. Its telecommunications directorate,

which is formally in charge of the green paper, has until recently supported the national post offices' main arguments against wholesale liberalisation.

However, Dr Pieter Weltjeweden, director of telecommunications, last month told a Financial Times conference on postal services that the "application of the free market should be the norm". He said that some services should be regulated, but that their aims should be clearly defined.

With the competition directorate pressing for greater competition, the Commission's green paper is expected to require post offices to stop anti-competitive cross-subsidies. If a post office props up its parcels division, for example, by using revenue from its letters monopoly, it is clearly frustrating competition within that business by charging arti-

The Commission should address the problem

cially low prices.

The Commission appears to have accepted arguments by some private operators that post office rules on cross-subsidy violate EC competition laws.

In the past, the Commission has not been afraid to tackle national post offices' anti-competitive measures by forcing member states such as Italy to lift restrictions on international couriers.

SEEL, the French private courier association, has complained that indirect subsidies of more than £150m from monopoly revenues have been given to Chronopost, its semi-state rival.

The Commission should address that by preventing the most obvious forms of cross-funding. The Commission also appears to have sided with private courier companies over their demands for a more liberal postal service within the Community.

It is expected to argue that the system of charging between national postal administrations for delivering each other's mail, known as terminal dues, should be reformed to reflect true costs. The Commission also appears to have sided with private courier companies over their demands for a more liberal postal service within the Community.

But the telecommunications directorate has ensured the final version will not be seen to back total liberalisation. As one EC official put it: "We are not in the business of allowing a private courier firm to cream off the most lucrative areas in the community."

Roland Rudd

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## LONDON STOCK EXCHANGE

## Erratic trade leaves shares steadier

By Terry Byland, UK Stock Market Editor

A RANGE of domestic and international uncertainties was reflected in an erratic performance by the UK stock market yesterday. Equities closed firmer on the day but UK analysts put little faith in share prices which moved with extreme volatility as investors responded to widespread uncertainty in global markets as well as to new problems on the home front. The cautious trend was emphasised by further stress on the UK corporate sector, underlined by developments at the Maxwell family companies and by concern ahead of tomorrow's meeting of the Bundesbank council to discuss German interest rates.

The lead from the FT-SE futures contract had considerable effect on a stock market which opened 22 Footsie points

higher and then plunged a net 18 down before rallying smartly as Wall Street opened inoffensively to show a 47 dip in UK trading hours.

The final reading put the FT-SE Index at 2,420.2, a net gain on the day of 5.3 points. The Footsie 2,420 level is regarded as important by many analysts. Mr Richard Lake, chart specialist at Hoare Govett, the London securities house, warned yesterday that,

with Footsie 2,400 broken twice this week, a "medium-term target" of 2,350 becomes "increasingly more likely".

Mr Nicholas Knight, who has taken an increasingly bearish view at Nomura Research Institute, said that "further sharp falls must be anticipated", and the market is unlikely to find genuine support until at least 2,300.

However, early trading saw the market bounce successfully at Footsie 2,386.9, raising hopes that the 2,400 mark may yet prove a support level.

The early strength of the UK market was easily justified in terms of the recovery of 40.7 on the Dow Industrial Average overnight, backed up by a firm trend in Tokyo. With sterling still steady, the stage was set for a rally in the equity

market as bear closers continued to buy stock in London.

But the initial buying came mostly from the market making houses and was fuelled by a strong rise in the FT-SE futures contract. Euphoria was quickly undermined by trading results from Trafalgar House, the construction conglomerate, where the board raised doubts about the interim dividend.

The payment of dividends is particularly significant at present for a UK stock market which is in part supported by dividend yield considerations. The building and construction sector, already hurt by last week's bad news from Y. Lovell, the house-builder, was adversely affected by Trafalgar's statement.

Sellers returned immediately and, with the bear closers out

of the way, the market fell swiftly. Traders said that there were still substantial selling orders in the wings. The downturn was strengthened by weakness in the stock index futures market where the premium on the December contract was eroded rapidly.

General investment interest in equities remained fairly uninspiring, however, fuelling concerns that there may be further staff cutbacks at stock market firms before Christmas. Seau volume totalled 46.7m shares yesterday, against 400.6m in the previous session. Stock Exchange data confirmed that retail, or customer business, continues to fall below the £1bn daily figure regarded as the minimum for a healthy London-based securities industry.

## Trafalgar House tumbles

FEARS that Trafalgar House, one of the market's most favoured yield stocks, may cut its interim dividend sent the share price tumbling yesterday in its biggest one-day setback since the market crash of 1987.

The full-year figures, down 19 per cent at £122.4m, were in line with market expectations and it was the accompanying statement from the chairman that prompted the share slide.

He said: "The timing and strength of any prospective economic recovery and the level of advance corporation tax write-off will figure on the board's consideration of the level of interim dividend."

Dealers, supported by analysts' advice that the statement signalled a dividend warning, rushed to sell the shares and at the day's worst the stock was down 33 at 170p. Nerves later steadied and the shares closed a net 26 down at 170p on turnover of 1.4m.

Mr James Ritchie at UBS Phillips & Drew said the chairman's statement signalled a dividend cut, adding that "the market is in no mood to take on uncertainty".

He downgraded profits and dividend expectations for the following year. UBS now expects full-year profits of £160m, against its previous estimate of £185m, and forecasts a dividend almost halved to 9.5p.

In sympathy with Trafalgar, P & O, having fallen 29 to 332p, rallied to finish a net 11 off at 410p on turnover of 3.6m.

## Ultramar drops

Lasmo's increased bid for Ultramar, in the form of a shift in the terms of a straight share swap or a shares plus cash offer, did no more than trigger a substantial retreat in both share prices after an initial bout of indecision.

Ultramar dropped 30 to 290p on exceptionally heavy turnover of 7.2m, while Lasmo weakened 14 to 262p on almost 3m traded, with dealers saying the bid situation was finely balanced.

Specialists said the oil sector was in disarray after the altered terms from Lasmo. The latter's share price was said by dealers to have reflected the fact that the company could suffer if the bid succeeds or not. "The company needs to expand to succeed, which says

Account Dealing Dates		
First Dealing:	Nov 25	Dec 8
Dec 5	Dec 22	Jan 9
Last Dealing:	Dec 6	Dec 27
Account Day:	Dec 18	Jan 6
Next Dealing may take place from:	Dec 21	Jan 20

1991/92 1992/93 1993/94

Options Differentiation:

1991/92 1992/93 1993/94

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## FOREIGN EXCHANGES

## Markets wait for Bundesbank

THE DOLLAR ended slightly higher yesterday after spending much of the session trapped in a narrow band awaiting the Bundesbank council meeting tomorrow and the US November employment figures on Friday.

The US currency was supported by the latest US economic reports and growing talk in Frankfurt that German rates will not be raised this week.

American leading indicators rose by 0.1 per cent in October, while new single home sales for the same month increased by 2.2 per cent. Both numbers were close to most analysts' forecasts and provided an opportunity for the dollar to improve to DM1.6170. But it was unable to hold at the highs after Mr Michael Boskin, the White House chief economist, said "the recovery has turned out a bit more sluggish" than expected.

The Bundesbank council meeting was also keeping the foreign exchanges in suspense as dealers tried to guess whether domestic inflationary pressures or European diplomacy would exert a greater influence over council members tomorrow.

According to a report by Johnson Smick, the Washington consultants, the Bundesbank decided at its last council

meeting to raise the Lombard rate by 1/4 point to 9% per cent. The move will not come this week but is likely before the year-end.

This coincided with a growing belief in the Frankfurt money markets that the Bundesbank will wait until after the Maastricht summit before tightening policy. However, in London many traders thought the Bundesbank will wish to assert its independence from the Bonn government, and show it is taking the threat of inflation seriously by raising rates tomorrow.

The release of Friday of the November US employment report is also the subject of much speculation. Non-farm payroll employment is expected to have fallen 22,000, against an October decline of 1,000.

There is growing talk that a large fall in employment could trigger monetary easing by the

Federal Reserve, perhaps as soon as the end of next week after the November inflation figures are released.

In spite of all the speculation, trading was quiet with little currency movement. The dollar opened at DM1.6125 and closed at DM1.6135, up from DM1.6090. It eased to Y128.45 from Y129.55. In New York the dollar dipped to DM1.6100. The yen was firmest as Japanese monetary and government officials queued up to say they wanted the yen to move higher. The Tokyo markets duly responded, although European traders were less bullish, citing the prospect of slower growth and lower interest rates. The D-Mark slipped to Y100.20 from Y100.75.

Sterling, slightly weaker overall, held at DM2.8575 but was down from DM2.8757 at the start of the week. It slipped to \$1.7715 from \$1.7765, but in New York rose to \$1.7765.

EMS EUROPEAN CURRENCY UNIT RATES

	Ecu	Central Rates	Currency Against Ecu	% Change	% Spread	Overnight
	Dec 3	Dec 3	Dec 3	Dec 3	Dec 3	Dec 3
1 Swiss	1,775.0	1,775.0	1,775.0	0.00	0.00	0.00
1.0000	0.8520	0.8520	0.8520	0.00	0.00	0.00
3 months	2.20	2.20	2.20	0.00	0.00	0.00
12 months	2.20	2.20	2.20	0.00	0.00	0.00

Forward premiums and discounts apply to the Ecu

EMS central rates set by the European Commission. Central rates are the depositary relative strength. Percentage changes are for the Ecu, a possible change in a week's currency unit. The EMS currency unit is the Ecu central rate for a currency, and the maximum permitted percentage deviation of the currency's market rate from its Ecu central rate.

Adjustment calculated by Financial Times.

**C IN NEW YORK**

	Dec 3	Close	Previous
	Dec 3	Dec 3	Dec 3
1 Swiss	1,775.0	1,775.0	1,775.0
1.0000	0.8520	0.8520	0.8520
3 months	2.20	2.20	2.20
12 months	2.20	2.20	2.20

Forward premiums and discounts apply to the dollar

## STERLING INDEX

Forward premiums and discounts apply to the pound

## CURRENCY MOVEMENTS

Forward premiums and discounts apply to the Swiss franc

## CURRENCY RATES

Forward premiums and discounts apply to the Swiss franc

## CURRENCY SPOT - FORWARD AGAINST THE POUND

<b>DENMARK</b>			
December 3	Kr	+ or -	
Baltica Holding Reg	748	+18	
Bank Danmark	289	+3	
Carlsberg A	1,970	+10	
D/S 1912 A	97,000	+200	
Danisco	1,010		
Det Danone Bank	261	+2	
East Atlantic	155	+7	
FLS Ind B	675	+2	
Great Nordic	551	+1	
Hamla Hvide A	629	+9	
Hamla Hvide B	455	+4	
HSB Ind Ser B	734	+10	
Jyske Bank Reg	346	+4	
Laurenz (J) B	1,670	+10	
NKT A/S	346		
Novo Nord B	518	+3	
Soprus Berend B	1,620	+10	
Sopropel	4,980		
TopDanmark	816	+4	
Unidankmark A	206	+3	
<b>FINLAND</b>			
December 3	Mita	+ or -	
Amer	59		
Cultor	45		
Enso A	14,50	-1,20	
Hukkemaki I Fret	85		
KOP	18	-2	
Kone B Free	382	+12	
Kymmenes	72	-0,50	
Metra B Free	53	-2	
Nokta Pref Free	50	-4	
Pohjola B Free	65	-4	
Repola (Freg)	42		
Stockmann B	105	-14	
Tampella Free	11,50		
Unitas Bx C Free	13	-0,50	
<b>GERMANY</b>			
December 3	DM.	+ or -	
AEG	205	+6,20	
AG Ind & Werk	695	+5	
Aachen Met (Reg)	800		
Allianz AG	2,075	-16	
Altanza Ind	589		
Astro	665	+4	
Astro Prf	640	-30	
BASF	226,10	+0,40	
Badenwerk	260		
Bayer	272,50	+1,90	
AGF	459,90	+0,40	
Accor	660	+1	
Al Liquide	642	+12	
Acetal Alsthom	548	-4	
Aljomari Prioux	2,391	+71	
Alusul Entrepr	1,016	+7	
Alfa	808	+1	
Alfag	590	-2	
Pengon	580	+5	
Pimaut	252	+0,10	
Pofet	349	+4	
Printemps (Aw)	848		
Promodes	2,660	+15	
Radiotech	495	+3	
Redoute	4,780	+100	
Rhône Poulenc Cs	457,50	+3,30	
Roussel-Uclaf	1,849	+29	
SILIC	574	-1	
Sagen	1,639	+34	
Saint Gobain	421,50	+2	
Saint Louis	1,173	-32	
Sandoz	965	+10	
Schneider	605	-4	
Seb SA	1,670	+16	
Seftimeg	475,80	-8,20	
Simco	493	+3	
Stile Rossignol	816	+1	
Stet Generale Fr	433	-0,80	
Sommer-Albert	1,205	-5	
Sole Ballonilles	351,70	+0,70	
Suez (Fia de)	276	-4	
Tattinger	2,770		
Thomson CSF	142,90	+3,90	
Total B	1,068	+11	
UAP	479,70	+6,20	
UFB Locaball	266	-2	
Uniball	595	-2	
Union Immob Fr	486	+1	
Valeo	557	+3	
Vallorec	266	+4	
Worms Cie	356,50	-1,50	
<b>ITALY</b>			
December 3	Lira	+ or -	
Banca Comm	3,930	+5	
Banca Naz Agric	6,065	+65	
Banco Central	3,970	+90	
Banco Lantana	1,640	+10	
Bastioli-I R S	1,485	-2	
Benteler	10,595	+120	
Bergamo (Cartieri)	8,880	+80	
CIR	1,900	+80	
Caffaro SpA	1,070		
Comerzit	2,200		
Cristoforo	1,655		
Coffee Fia	2,288	+57	
Crediti Italiano	2,095	+33	
Danieli & C	6,776	+76	
EdiChem	1,440	+5	
Erfindia	6,935	+35	
Fermiuni Fin	1,803	+3	
Fiat Priv	1,350	-25	
Fiat	4,950	+70	
Fidis	4,600	+50	
Fondiaria	35,050	+170	
Gemina	1,292	-13	
Generali Assicur	27,645	+445	
Gilardini	2,511	+36	
IFI Priv	12,880	+210	
Italcable	5,800	+149	
Italcementi	20,000	+50	
Italgas	3,135	+5	
Lloyd Adriatico	12,710	-80	
Magneti Marelli	752	-21	
Mediobanca	13,750	+50	
Montedison	1,295	+30	
Olivetti	2,820	-45	
Pirelli & Co	4,150	-200	
Pirelli Spa	1,200	-109	
RAS	18,550	-50	
Rinascente (La)	6,794	+64	
SASTI	7,460	+5	
SIP	1,340	+2	
Sofia A	6,980	+30	
Salpem	1,648	+65	
Sirti Spa	10,516	+116	
SMT	840	-7	
Sna BPD	1,075	+15	
STET	2,010	+21	
Toro Asciut	21,600	+450	
Electrolux B Free	225		
<b>SWITZERLAND</b>			
December 3	CHF	+ or -	
Stora B	105	-2	
UHS/Unibrand Fret	50		
Unitair	76,50	+10	
Vard A	59	+1	
<b>SPAIN</b>			
December 3	Pts.	+ or -	
Alba (Corp Fin)	4,610	+110	
Aragonessa	859,60	+31	
Asiland	1,850	+50	
Banco Bilbao Vizc	2,590	+25	
Banco Central	3,970	+90	
Banco Exterior	3,475	+85	
Banco Hispano	2,975	+85	
Banco Popular	10,450	+260	
Banco Santander	4,145	+5	
Banesto	3,025	+25	
CEPSA	2,340	+25	
Carburans Metal	3,500	+90	
Dragados	1,615	+25	
Ebro Agricolas	1,960	+25	
Electra Viesgo	2,560	-10	
Endesa (Sr)	2,960	+35	
Erresor	400	+1	
Eximbank	685	+5	
Grupo Duro Felgu	986	+34	
Hidroel Cantabr	1,810	+10	
Iberdrola	700	+2	
Kolpe	3,990	-10	
Mapfre	4,280	+20	
Metronaves	4,490	+140	
Portland Vald	11,400	+90	
Repsol	2,670	+20	
SNIA/CE	156	-2	
Surrio	765	-5	
Svilaneta Elec	542	+7	
Tabacalera A	5,670	+70	
Telefonica	1,190	+15	
Tudor	900	-10	
Union Fenosa	579	+2	
Unox y El Fandi	4,240	+140	
Urbitra	919	+4	
Urte Ser 2	912	+17	
Vallhermoso	2,320		
<b>SWEDEN</b>			
December 3	Kr.	+ or -	
AGA B Free	305	+5	
Asca B Free	280	+2	
Astra A Free	518		
Astra B Free	511	+1	
Altair Copco B	240	-14	
Electrolux B Free	225		
<b>SWITZERLAND</b>			
December 3	CHF	+ or -	
Swiss Reinsurance	2,520	+50	
Swiss Reins Ptg	492		
Swiss Volksb	1,035	+50	
Union Bank Br	3,360		
Union Bank Ptg	133		
Winterthur	3,420	+10	
Zurich Ins	4,140	+6	
Zurich Ins Ptg	1,605	+25	

JAPAN				AUSTRALIA (continued)				
December 3	Yes	+ or -	December 3	Yes	+ or -	December 3	Yes	+ or -
Ajinomoto	1,420	-10	Japan Radio	2,390	+90	Nipkow Eng	693	+6
Akio Brake Ind	845	+20	Japan Steel Works	536	+6	Nikko Sec	855	+20
Al Nippon Airways	1,300	+10	Japan Storage Batt	1,000	+25	Nikton Corp	895	+5
Alps Electric	1,260	-10	Japan Sys Rubber	584	+20	Nintendo	11,600	+400
Amada Co.	915	...	Japan Wool	1,720m	-25	Nippon Credit Bank	9,340	-60
Amano Corp.	2,070	...	Jido Paper	536	+5	Nippon Denko	589	+3
Asado Construction	991	+1	Jusco	1,750	...	Nippon Glass	1,380	+20
Armita	1,260	+30	Kagome	1,050	+20	Nippon Express	1,920	+10
Aoki Corp	635	+14	Kaihatsu	1,300	+10	Nippon Film	750	-1
Arabian Oil Co Ltd	5,530	+20	Kaken Pharm	1,160	+20	Nippon Flue Mills	650	+20
Asahi Breweries	1,270	-20	Kanekko	2,940	+50	Nippon Hodo	2,950	+20
Asahi Chemical	730	+17	Kaneko	530	...	Nippon Kayaku	8020	+6
Asahi Glass	1,140	+10	Kaneko	640	+6	Nippon Light Metal	760	...
Asahi Optical	512	+10	Kanematsu Corp	642	+6	Nippon Metal Pack	1,790	...
Asics Corp.	495	+5	Kansai El Power	2,890	...	Nippon Mining	524	+10
Asiug Nylon	791m	-10	Kao Corp	600	+12	Nippon Oil	877	+5
Asuya Pharm	1,420	+30	Kawasaki Heavy Ind	505	+10	Nippon Paint	800	+11
Brigestone	1,040	...	Kawasaki Kisen	525	+9	Nippon Paper	1,570	+70
Brother Ind	508	+5	Kawasaki Steel	342	+4	Nippon Sauso	585	+2
Broth	610	-11	Keihin Elec Eng	630	-1	Nippon Sharyo	1,180	+30
SK	4,480	+10	Keto Tetsu Ele	835	-15	Nippon Sheet Glass	591	+21
Calpis Food	1,030	+10	Kikkoman	1,080	+20	Nippon Shimpaku	1,100	-10
Calsonic	490	...	Kinden	2,500	...	Nippon Shinyaku	1,280	+50
Canon	1,370	+50	Kidani Nag Raltech	840	...	Nippon Soda	785	...
Canon Sales	2,900	...	Kirin Brewer	1,260	-20	Nippon Stainless	850	+10
Castrol Computer	1,300	+20	Keisei Steel	423	...	Nippon Steel	366	...
Central Glass	480	...	Kelco Maef	2,260	+10	Nippon Suisan	620	+13
Chiba Bank	1,120	-19	Kelusai Electric	2,720	+70	Nippon TV Network	20,200	+400
Hyunda Corp	1,950	+10	Kokuyo	2,700	-10	MTI	750,000	-10,000
Hyunda Fins & M	872	-8	Komatsu	743	+1	Nippon Yakin	642	-13
Hyube El Power	3,040	-30	Konica	795	+15	Nippon Yusen	595	+17
Igual Pharm	1,230	...	Koya Seiko Co	831	...	Nippon Zeon	588	+18
Igual El Power	2,500	+10	Kubota Corp	600	-1	Nichtzutsu Coast	1,130	+10
Ittitec Watch	500	-5	Kumagai-Gumi	702	+2	Nissan Diesel	525	...
Japan Chemical	606	+8	Kumai Chemical	704	+14	Nissan Motor	645	+5
Japan Credit	521	+4	Kubota Ind	828	+42	Nissel Sangyo	1,420	+20
Japan Ind	1,110	+20	Kurayay	1,110	-12	Nitsuke Flour	1,460	+60
Japani Kaitaku	1,960	-40	Kurashiki Chemical	582	-1	Nisshin Oil	995	+4
Japani Kaito Kango Bt	2,450	-20	Kurita Water	2,630	+40	Nisshinbo Ind	220	+10
Japani Kaitchi Pharm	1,710	+40	Kyocera	4,350	+10	Nissin Iwat	551	+6
Japani Kaitkin Inds	1,450	-50	Kyoto Shiryu	535	+5	Nissin Electric	1,400	...
Japani Kaitkyo Kanto	1,990	+20	Kyotaro	1,620	-10	Nissin Food	2,400	...
Japani Maru Inc	745	+3	Kyowa Hakko	1,240	-25	Nitsuko	780	...
Japani Nippon Phonat	532	...	Kyowa Saitama Bt	1,190	+28	Nitto Boseki	492	-1
Japani Nippon Phonat	1,510	+10	Kyushu El Power	2,930	-28	Nitto Denko	1,420	+10
Japani Nippon Phonat	1,560	+10	Lion Corp	688	+20	Nomura	1,688	+30
Japani Nippon Phonat	1,560	+10	Long Term Credit	1,430	...	Noritake	1,220	-10
Japani Nippon Phonat	1,560	+10	Maeida Corp	1,500	+10	Odakyu Electric Ray	917	-13
Japani Nippon Phonat	1,560	+10	Makino Milling	845	+15	Oji Paper	771	+21
Japani Nippon Phonat	1,560	+10	Makita Corp	1,760	+100	Oki Elec	552	+1
Japani Nippon Phonat	1,560	+10	Marubeni	543	+12	Oikoma Corp	1,010	-20
Japani Nippon Phonat	1,560	+10	Mandal Food	1,060	-30	Onimura-Gumi	1,290	-10
Japani Nippon Phonat	1,560	+10	Marei	1,820	-80	Olympics	1,350	...
Japani Nippon Phonat	1,560	+10	Marsuchi Steel	1,490	-10	Omron Corp	1,640	+60
Japani Nippon Phonat	1,560	+10	Mitsubishi El Power	1,410	+10	Omura Cement	630	-10
Japani Nippon Phonat	1,560	+10	Mitsubishi El Wk	1,290	+30	Ono Pharm	5,080	+160
Japani Nippon Phonat	1,560	+10	Mitsubishi Koto	1,520	+40	Oneward Kasihayama	1,650	-30
Japani Nippon Phonat	1,560	+10	Mitsubishi Refrig	870	-5	Orient Corp	3,090	+50
Japani Nippon Phonat	1,560	+10	Mitsubishi Motor Corp	490	-10	Osaka Gas	580	+17
Japani Nippon Phonat	1,560	+10	Mitsubishi Milk	1,090	+30	Penta Ocean	825	...
Japani Nippon Phonat	1,560	+10	Mitsubishi Metal	950	+14	Pioneer Elec	3,290	+60
Japani Nippon Phonat	1,560	+10	Mitsubishi Corp	1,050	...	Prima Meat Pack	599	-14
Japani Nippon Phonat	1,560	+10	Mitsubishi Coca Cola	2,400	...	Qdakyu Electric Ray	917	-13
Japani Nippon Phonat	1,560	+10	Mitsubishi Estate	1,300	+20	Qdakyu Gumi	815	+13
Japani Nippon Phonat	1,560	+10	Mitsubishi Estate	1,300	+15	Qdakyu Gumi	771	+21
Japani Nippon Phonat	1,560	+10	Mitsubishi Elec	1,339	+27	Qdakyu Gumi	552	+1
Japani Nippon Phonat	1,560	+10	Mitsubishi Camera	539	+30	Qdakyu Gumi	1,010	-20
Japani Nippon Phonat	1,560	+10	Mitsubishi Home	1,530	+30	Qdakyu Gumi	1,290	-10
Japani Nippon Phonat	1,560	+10	Mitsubishi Bt	2,650	-10	Qdakyu Gumi	1,460	+60
Japani Nippon Phonat	1,560	+10	Mitsubishi Corp	1,220	...	Qdakyu Gumi	995	+17
Japani Nippon Phonat	1,560	+10	Mitsubishi Elec	576	+11	Qdakyu Gumi	1,640	+20
Japani Nippon Phonat	1,560	+10	Mitsubishi Estate	1,300	+20	Qdakyu Gumi	1,820	+30
Japani Nippon Phonat	1,560	+10	Mitsubishi Gas Chem	513	+3	Qdakyu Gumi	2,090	+50
Japani Nippon Phonat	1,560	+10	Mitsubishi Heavy Ind	673	+7	Qdakyu Gumi	2,370	+70
Japani Nippon Phonat	1,560	+10	Mitsubishi Inst	510	+6	Qdakyu Gumi	2,650	+90
Japani Nippon Phonat	1,560	+10	Mitsubishi Materials	532	+2	Qdakyu Gumi	2,930	+110
Japani Nippon Phonat	1,560	+10	Mitsubishi Oil	1,100	+20	Qdakyu Gumi	3,210	+130
Japani Nippon Phonat	1,560	+10	Mitsubishi Paper	561	+3	Qdakyu Gumi	3,490	+150
Japani Nippon Phonat	1,560	+10	Mitsubishi Petchem	750	+10	Qdakyu Gumi	3,770	+170
Japani Nippon Phonat	1,560	+10	Mitsubishi Plastic	513	+3	Qdakyu Gumi	4,050	+190
Japani Nippon Phonat	1,560	+10	Mitsubishi Rayon	430	...	Qdakyu Gumi	4,330	+210
Japani Nippon Phonat	1,560	+10	Mitsubishi Steel	951	+10	Qdakyu Gumi	4,610	+230
Japani Nippon Phonat	1,560	+10	Mitsubishi Tri-Bk	1,650	+20	Qdakyu Gumi	4,890	+250
Japani Nippon Phonat	1,560	+10	Mitsubishi Warehouse	1,430	+20	Qdakyu Gumi	5,170	+270
Japani Nippon Phonat	1,560	+10	Mitsubishi Bt	815	+10	Qdakyu Gumi	5,450	+290
Japani Nippon Phonat	1,560	+10	Mitsubishi Eng Ship	977	+10	Qdakyu Gumi	5,730	+310
Japani Nippon Phonat	1,560	+10	Mitsubishi Marine	977	+10	Qdakyu Gumi	6,010	+330
Japani Nippon Phonat	1,560	+10	Mitsubishi Ray & Svc	418	+3	Qdakyu Gumi	6,290	+350
Japani Nippon Phonat	1,560	+10	Mitsubishi Oil	352	+6	Qdakyu Gumi	6,570	+370
Japani Nippon Phonat	1,560	+10	Mitsubishi Petchem	639	+1	Qdakyu Gumi	6,850	+390
Japani Nippon Phonat	1,560	+10	Mitsubishi Soko	834	+30	Qdakyu Gumi	7,130	+410
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	1,650	+100	Qdakyu Gumi	7,410	+430
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	440	+10	Qdakyu Gumi	7,690	+450
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	1,400	-40	Qdakyu Gumi	7,970	+470
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	1,140	+10	Qdakyu Gumi	8,250	+490
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	1,280	+10	Qdakyu Gumi	8,530	+510
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	620	+20	Qdakyu Gumi	8,810	+530
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	1,350	+10	Qdakyu Gumi	9,090	+550
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	2,100	+100	Qdakyu Gumi	9,370	+570
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	405	+1	Qdakyu Gumi	9,650	+590
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	2,060	+1	Qdakyu Gumi	9,930	+610
Japani Nippon Phonat	1,560	+10	Mitsubishi Toto	2,060	+100	Qdakyu Gumi	10,210	+630
Japani Nippon Phonat	1,560	+10	NEC Corp	1,160	+40	Qdakyu Gumi	10,490	+650
Japani Nippon Phonat	1,560	+10	NGK Insulators	1,080	+20	Qdakyu Gumi	10,770	+670
Japani Nippon Phonat	1,560	+10	NGK Spark Plug	775	+15	Qdakyu Gumi	11,050	+690
Japani Nippon Phonat	1,560	+10	NRK Spring	513	+12	Qdakyu Gumi	11,330	+710
Japani Nippon Phonat	1,560	+10	NKK Corp	335	+13	Qdakyu Gumi	11,610	+730
Japani Nippon Phonat	1,560	+10	NOK Corp	655	+10	Qdakyu Gumi	11,890	+750
Japani Nippon Phonat	1,560	+10	NSK	546	-9	Qdakyu Gumi	12,170	+770
Japani Nippon Phonat	1,560	+10	NTN Corp	560	+10	Qdakyu Gumi	12,450	+790
Japani Nippon Phonat	1,560	+10	Nachi Fuji Koto	1,040	+10	Qdakyu Gumi	12,730	+810
Japani Nippon Phonat	1,560	+10	Nagoya Railroad	1,240	+24	Qdakyu Gumi	13,010	+830
Japani Nippon Phonat	1,560	+10	National House	1,430	+10	Qdakyu Gumi	13,290	+850
Japani Nippon Phonat	1,560	+10	Nichirei	747	+4	Qdakyu Gumi	13,570	+870
Japani Nippon Phonat	1,560	+10	Nikko Nissai	844	+14	Qdakyu Gumi	13,850	+890
Japani Nippon Phonat	1,560	+10	Nikko Nissai	556	+21	Qdakyu Gumi	14,130	+910
Japani Nippon Phonat	1,560	+10	Nikko Nissai	880	+20	Qdakyu Gumi	14,410	+930
Japani Nippon Phonat	1,560	+10	QOL	820	+21	Qdakyu Gumi	14,690	+950
Japani Nippon Phonat	1,560	+10	QSC Corp	2,180	+100	Qdakyu Gumi	14,970	+970
Japani Nippon Phonat	1,560	+10	Quon Seng Mack	524	+1	Qdakyu Gumi	15,250	+990
Japani Nippon Phonat	1,560	+10	QAL	948	-15	Qdakyu Gumi	15,530	+1010
Japani Nippon Phonat	1,560	+10	Qan Metal & Cars	630	+19	Qdakyu Gumi	15,810	+1030
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	16,090	+1050
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	16,370	+1070
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	16,650	+1090
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	16,930	+1110
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	17,210	+1130
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	17,490	+1150
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	17,770	+1170
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	18,050	+1190
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	18,330	+1210
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	18,610	+1230
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	18,890	+1250
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	19,170	+1270
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	19,450	+1290
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	19,730	+1310
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	20,010	+1330
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	20,290	+1350
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	20,570	+1370
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	20,850	+1390
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	21,130	+1410
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	21,410	+1430
Japani Nippon Phonat	1,560	+10	Qdakyu Gumi	1,560	+10	Qdakyu Gumi	21,690	

AT & T	1,917,200	36 <sup>1</sup> <sub>2</sub>	+	1 <sup>1</sup> <sub>2</sub>	NYSE	825	755	746	JOE MURKIN Co/7/80	417,200	417,0	416,0	415,0	415,0	414,0
Galo Ed	1,914,300	29 <sup>1</sup> <sub>2</sub>	-	—	Falk	834	779	762	SOUTH KOREA**	—	—	—	—	—	—
Chiquita	1,717,900	36 <sup>1</sup> <sub>2</sub>	-	4 <sup>1</sup> <sub>2</sub>	Unchanged	501	457	551	Korea Comp Ex (4/1/80)	643,93	651,44	652,47	660,73	763,10	616/8
Pb Morris	1,617,800	68 <sup>1</sup> <sub>2</sub>	-	1 <sup>1</sup> <sub>2</sub>	New Highs	62	46	22	SPAIN	—	—	—	—	590,57	C/2/81
					New Lows	31	70	44	Madrid SE (30/12/85)	244,12	243,14	246,42	246,71	289,22	128/31
<b>CANADA</b>									<b>SWEDEN</b>					213,70	14/11
<b>TORONTO</b>	Dec	Dec	Nov	Nov		HIGH		1991	Affarsdriften Gec (1/2/87)	932,60	932,20	934,80	945,90	1149,8	111/71
	3	2	29	28										808,4	6/8/81
									Swiss Bank Ind (31/12/58)	714,7	708,9	719,7	727,6	749,3	14/11
									SBG General (1/4/87)	584,6	580,1	586,4	592,4	638,0	13/15
Metals & Minerals	2634,06	2651,27	2646,05	2654,58	3299,99	(18/7)	2632,06	(9/11)	<b>SWITZERLAND</b>					590,4	14/11
Composite	3453,41	3456,38	3448,51	3436,64	3604,09	(12/11)	3161,95	(15/11)	Swiss Bank Ind (31/12/58)	714,7	708,9	719,7	727,6	749,3	14/11
MONTREAL Portfolio	1825,15	1819,91	1815,84	1810,02	1907,35	(12/11)	1686,89	(9/11)	SBG General (1/4/87)	584,6	580,1	586,4	592,4	638,0	13/15
Base values of all Indices are 100 except NYSE All Common - 50; Standard and Poor's - 10; and Toronto Composite and Metals - 1000. Toronto indices based 1975 and Montreal Portfolio 4/1/83. † Excluding bonds.‡ Industrial, plus Utilities, Financial and Transportation. (c) Closed. (u) Unavailable									<b>TAIWAN**</b>					590,4	14/11
									Weighted Price (30/6/65)	4343,24	4355,02	4391,61	4453,58	4535,22	19/51
									<b>THAILAND</b>					3316,26	15/11
									Bangkok SET (30/4/79)	663,75	666,60	671,07	667,85	908,13	19/4
									<b>WORLD</b>					582,98	6/6/81
									M.S. Capital Ind (1/1/70) (s)	501,6*	499,4	500,0	501,9	529,2	117/41
									Saturday November 30 Taiwan Weighted Price. 4378,50; Korea Comp Ex. 552,11					439,1	116/11
									Subject to official recalulation.						
									Base values of all Indices are 100 except BEL20, HEP General, ISEQ Overall and DAX - 1,000, JSE Gold - 255, JSE 26 Industrials - 264,3 and Australia All Ordinary and Mining - 500; (c) Closed. (u) Unavailable						

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**FT SURVEYS**

**NOTES** - Prices on this page are quoted on the individual exchanges and are last traded prices. (u) unavailable, (s) Dealing suspended, (d) dividend, (x) Ex scrip issue, (r) rights, (a) Ex all.

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

BANGLADESH

The FT proposes to publish this survey on December 16 1991. This survey will be distributed to 160 countries including Bangladesh. In Europe 92% of the professional investment community regularly read the FT. If you want to reach this important audience, call Louise Hunter on 071 873 3238 or fax 071 873 3079.

**FT SURVEYS**



## AMERICA

## Equities in cautious mood before employment data

## Wall Street

US STOCKS held steady at slightly lower levels yesterday as the market paused after the previous day's sharp rally, writes Karen Zager in New York.

The Dow Jones Industrial average shed 5.82 to 2,929.56 amid unexceptional New York SE volume of 188m shares. Declines edged ahead of news by 838 to 811. The Standard & Poor's 500 ended 0.43 off at 380.37. On Monday the Dow closed 41 points ahead after reversing an early slide.

The 30-blue chip Dow indicator seems to have found support at 2,900, but investors in all US markets remained cautious ahead of Friday's release of the November employment report.

Trading in Treasuries was subdued yesterday morning, but hopes of an imminent easing of monetary policy lifted prices in late trading.

Yesterday's economic data, showing new single-family home sales up 2.2 per cent in October and the index of leading indicators 0.1 per cent ahead in the month, paled into insignificance as the market waited for the employment figures. It is widely believed that any change in monetary

policy by the end of the year will be determined by the numbers.

Unisys led big board trading for a second day, amid growing rumours that the ailing computer maker may soon be acquired. The stock closed 3% lower.

USX-Marathon Group, the oil and gas exploration company, tumbled 2% to \$24.70 on reports that the company's sale to a US-based oil company had been delayed.

Over-the-counter issues outperformed primary stocks, with the Nasdaq composite adding 2.43 to 533.34.

Oracle Systems, which markets database management software, dropped 3.1% to \$12.75 in active trading after analysts at Dean Witter and Soundview Financial cut second-quarter earnings estimates for the company.

Reports of Pan Am's Chapter 11 reorganisation plan was followed and that Delta Airlines had halted any further funding of Pan Am spurred active trading in the airline sector. Delta climbed 2% to \$60.1 and AMR 2% to \$60.1.

The reports helped to push the Dow Jones Transportation Average up 23.92 to 1,223.26.

UAL, parent of United Airlines, gained 5.2% to \$129.4. News that UAL expects to post a record 1991 loss came after the close of trading.

Glaxo continued to benefit from Monday's marketing approval of its anti-migraine drug Imitram in Italy. If the drug receives approval from the US Food & Drug Administration, analysts believe that it could some day reap sales of \$1bn. Glaxo's American Depos-

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AT&T edged 5% higher to \$36.7. The US telecommunications giant expects to take a one-time charge for health liabilities in the first quarter of 1992. The company estimates that its after-tax accumulated liabilities are between \$5.5bn and \$7.5bn, but said that earnings would be reduced by no more than \$100m annually.

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